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ABSTRACT

Eleven papers from a two-day workshop for librarians explore current trends in work in America. Topics covered include how to discover job skills and market, mid-career changes, affirmative action, starting your own business, freelance researching, working for social change, and the job market. Bibliographies and kit materials for library patrons asking career-related questions are appended. (SK)

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the world of work

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Kit Materials

Choosing (or Re-choosing) a Career - compiled by Peggy O'Donnell, BARC.
Information Sources for Starting a Small Business as outlined in Linda Ramey's talk.
The Librarian as Vocational Counselor - compiled by Gil McNamee, BARC.
Non-Print Resources Available for Research on Business Firms - compiled by Carol Brown (excerpted from *Synergy*), BARC.
Sources for Alternatives - compiled by Peggy O'Donnell, BARC.
Tests for Positions - originally prepared by Mary Kasik, Science Dept., SFPL, and Anne Roughton, History Dept., SFPL; updated by Gil McNamee, BARC.
Western Trade Directories - compiled by John Fetros, History and Social Sciences Dept., SFPL.
What You Need To Know about Business Firms; types of information sought by patrons about firms.
The World of Work - compiled by Peggy O'Donnell, BARC.

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BAY AREA REFERENCE CENTER
presents
THE WORLD OF WORK
Exhibit Room, 1st Floor
San Francisco Public Library
Larkin at McAllister (Civic Center)
San Francisco, California
Wednesday & Thursday, August 29 & 30, 1973

Wednesday, August 29, 1973

Participants

Peggy O'Donnell, Workshop Coordinator, Bay Area Reference Center
Gil McNamee, Director, Bay Area Reference Center
Georgia Mulligan, Information Unlimited
Marshall Palley, New Vocations Project, American Friends Service Committee
Barbara Pruett, Librarian, United Farm Workers, AFL-CIO, Keene, California
Linda Ramey, Librarian, Bay Area Reference Center

Program

9:00--9:30	Registration
9:30-10:00	Work in America--Some Trends - Ms. O'Donnell
10:00-11:00	Finding the Work You Want To Do - Mr. Palley
11:00-12:15	Some Alternatives--A Symposium
	Free-lance Researcher - Ms. Mulligan
	Starting Your Own Business - Ms. Ramey
	Library Service for the Farm Workers - Ms. Pruett
12:15--2:00	Lunch
2:00--2:45	Resources for the Job Seeker - Mr. McNamee, Ms. O'Donnell
2:45--3:15	"Work; Coping with the 20-hour Week" [Film]

Thursday, August 30, 1973

Participants

Peggy O'Donnell, Workshop Coordinator, Bay Area Reference Center
Gil McNamee, Director, Bay Area Reference Center
Richard Nelson Bolles, Career Consultant, Author of *What Color Is Your Parachute?*
Mary Alice Kline, Personnel Management Advisor, U.S. Civil Service Commission, Inter-Government Personnel Program Division
Pat Mitchell, Librarian, Berkeley Public Library; Member, ALA SRRT Task Force on Jobs
Carlie Numi and Paul Bernstein, Vocations for Social Change

Program

9:00--9:30	Registration
9:30-10:00	Work in America--Some Trends - Ms. O'Donnell
10:00-11:00	Affirmative Action--What Is It and How Does It Work? - Ms. Kline
11:00-12:00	Finding a Second Career - Mr. Bolles
12:00-12:30	"Work; Coping with the 20-hour Week" [Film]
12:30--2:00	Lunch
2:00--3:00	People Working Full Time for Social Change - Ms. Numi, Mr. Bernstein
3:00--3:30	What about Librarians and the Job Market? - Ms. Mitchell

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SUMMARY

The topic - Work - must be a popular one, since the workshop attracted a large number of librarians. The program explored current trends in work in America.

Highlights included a clear discussion of what affirmative action is; an analysis of how to discover job skills and market them, which was aimed particularly at mid-career changers; and a symposium of librarians who described how they were using their library talents in new fields. Many of the speakers commented on how important the public library is to the job seeker because of the wide variety of materials available there that can aid in the search. A portion of the workshop was devoted to surveying resources in the field.

* * * * *

The transcript of this workshop was edited to save time and materials. Every attempt has been made to retain the sense and the flavor of the original speeches. Subsequent transcripts will also be edited in hopes that the briefer versions will allow the staff to issue the proceedings soon after the actual workshop.

The activity which is the subject of this report was supported in whole or in part by the U.S. Office of Education, Department of Health, Education, and Welfare. However, the opinions expressed herein do not necessarily reflect the position or policy of the U.S. Office of Education, and no official endorsement by the U.S. Office of Education should be inferred.

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WORK IN AMERICA - SOME TRENDS

Peggy O'Donnell

Why do people work? It's a problem that seems to perplex many authorities. According to Freud, work provides a sense of reality to man, gives him a sense of identity. Another authority says, "Work is the bind of the community; it establishes man's place and status." Marx, of course, has written widely on the economic phase for work, and he felt that once work was no longer exploited by capitalists, work would become a joy for all. Various other people at different times have felt that work was a curse, a blessing, a way to heaven, or a temporal source of punishment.

In America we produced the Protestant ethic, which loosely defined, says one works hard and makes lots of money for the greater glory of God. This has not, obviously, pleased all workers, especially those who didn't have a chance to make lots of money; but others, for philosophical or moral reasons have objected to it.

But mainly people work because they must. They've had to work to survive, and it's only recently, in so-called developed countries, that people often have had the opportunity to even consider the theory of work and what it could mean to their lives. An additional motivation in our society is based heavily on consumerism. Many of us no longer feel just that needs are needs; luxuries become needs too, and we work to acquire more and more things.

Enjoying work for its own sake is a more recent concept. Too often job satisfaction is lost because we feel we have to spend our time earning money so we can enjoy our leisure time. The latest concept, that work touches all aspects of a person's life and satisfies needs that can be satisfied through no other way, is one that we'll be considering today and tomorrow. Restoring dignity to work so that it's part of an individual's life style rather than a penance paid is a very important thing. Some accomplish this by turning their talents to arts and crafts or services that support these kinds of crafts. In San Francisco we have street artists, street musicians who make their living by doing what they enjoy. This same concept produced rural communes, craft co-ops, small stores and organic restaurants. Others, usually professionals, find they are dissatisfied with their chosen careers because of regimentation, bureaucracy and the lack of opportunity to be innovative. This has led to an increasing number of alternative jobs. People are busy working outside the establishment, setting up free clinics, community resource centers, or legal organizations, such as Public Advocates. These groups exist on donations, or they seek private or federal funds to accomplish what they feel needs doing. Others remain within the official structure and attempt, through persuasion or coercion, to bring about change.

A very important report was published recently called *Work in America*. It was prepared by a special task force of social scientists, engineers, and planners, and it was commissioned by the Secretary of HEW. Its purpose was to investigate the rash of incidents of industrial sabotage and strikes that plagued U.S. industry in the '60's. To do this, the task force found that it was necessary to explore not only the economical, physical and sociological meaning of work, but also the developments in this country that cause so many people to be dissatisfied with their jobs.

This is the most controversial aspect of this document - that many people are dissatisfied with their work. It's been challenged by several authorities, and you can find many reviews who oppose the basic premise of this book. But it has its supporters too. The task force felt this really was a serious problem in the U.S., because widespread discontent extends even to very well-paid work, and until an attempt is made to make workers feel their work is valuable, even creative, and that their contributions are important, this discontent would grow and lead eventually to a nation of people generally alienated and passive, but deeply angry underneath. This could cause, at the very least, production to drop, and at the worst, it could lead to greater outbreaks of violence.

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The report then goes on to recommend some solutions, which I'll discuss in a minute. As I mentioned earlier, authorites have challenged this job dissatisfaction concept. The Nixon Administration, as it has done so often in the past with reports that have not pleased it, has just ignored it. A Labor Department official states that dissatisfaction would go away if reporters and social scientists would stop writing about it. Secretary Richardson accepted this report cautiously - sort of, "Oh, well, isn't that interesting?" - you know, "We're not going to do much, but it's interesting to know about it."

However, many have hailed it as a landmark work in the field. It challenges many of the government concepts of welfare, the work ethic, and forced work, and I really believe everyone should read it. If many of the solutions it recommends could be explored in depth and put into practice, it's possible that some of the social ills that plague our society might be at least partially remedied.

I discovered this report when I was planning for this workshop. I couldn't get hold of it until after I had already prepared the program, but I found that many of the concerns I had planned on covering were just the topics that this report singled out, and I'm telling you this, not so you'll be so impressed with my wisdom in knowing this, but rather to point out that anyone who thinks about the topic would see these trends. For that reason, I don't think this is a very revolutionary report. The problems just aren't hard to spot.

The great value of this report to librarians is that it documents the studies and surveys in the field. It outlines all of the problems facing the employee, the unemployed, the employer, managers, and then attempts to show how these problems arose. It then goes on to suggest solutions that might revitalize work in America, drawing from experiences of groups that have used variations of these solutions, both in this country and abroad. Of course, it also points out what the government could do on a large scale, but I feel that anyone who works in a group or supervises a group, such as librarians, could learn a great deal from this report. The insights are there, and I think you could pick up ideas that might change the structure in your own working organization and make it more productive and more rewarding to work for.

Having established that I thought highly of the book, what were the trends that it delineated? The main problem, as I said, was dissatisfaction. What exactly did that mean? Erich Fromm states that man considers himself a commodity on the marketplace. Since this may lead to his value being affected by conditions beyond his control, his sense of value or worthlessness is also beyond his control. If the worker's identity is decided by the question, "What am I doing that really matters?", too many in this country have decided, "Not much." This is found to be true among blue and white collar workers, as well as managers and professionals, though in many cases, all of them earn good money, good benefits, good vacations. In all of these areas, the workers felt they played a very small part in the large structure, with little control over the product or their own destiny. It was true on assembly lines and among lawyers in large corporations, and I'm sure it's true among librarians.

The report further found that workers bored on the job or discontented in the work situation spent their leisure time passively in front of television sets, seldom became involved with community affairs, and were less apt to vote. Again, this crossed all lines. It is not just the Archie Bunkers that follow this pattern.

Work dissatisfaction is even higher among groups who had traditionally had less clout in the marketplace - minorities, women, the older worker, teenagers and the handicapped. Even though members of these groups may have the education and skills to hold better and more satisfying jobs, they are even less likely than the white male labor force to get them. Affirmative action programs may help here, and we'll be talking more about that.

Beyond the implications of discontent, job dissatisfaction and stress have been linked to mental and physical health, and may be the major cause of cardiovascular disease. Some of you may have seen a television program not long ago about smoking, being overweight, drinking - all these things may combine to make you a better candi-

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date for a stroke or heart attack. They didn't lay as much emphasis on the stress of your job in that television program, but this report points out that recent studies indicate a high stress job, even if you don't smoke or drink and you're skinny, will probably make you a much better candidate for heart trouble than those of us who smoke, drink and aren't skinny in low stress jobs. So work seems to be tremendously important in our physical health. Certainly the effect on mental health is devastating, and that seems to range all the way from people who are just slightly neurotic, or who are unaware on the job, to people that are really ready for an asylum because of their jobs.

Another major concern of the report is a need for retraining major portions of the work force when your occupation becomes redundant or overcrowded. Sounds familiar, doesn't it? There is evidence that people might perform better if they change careers in midstream. That happens to be particularly true with information workers, who, according to one study, are absolutely useless after 20 years at one job and had better change. Certainly there is evidence, I know, that lots of us would like to change jobs, but considerations of security, pension or lack of training keep us back on the old job. Many people also feel they would like to have a first career to make money and raise a family, while the second job would allow them to do something useful. I think this was found true when the Peace Corps and VISTA were formed. Many older people volunteered to work who had raised their families and who now wanted to do something a little more meaningful.

Of course, sometimes the problem is finding out just what it is you do want to do, and we have two speakers, Mr. Palley this morning and Mr. Bolles tomorrow, who will talk about analyzing what it is you really want to do. I think librarians can be helpful there, because we often have the knowledge, the books, the resources or information on the agencies that can help people engaged in change.

The HEW report then recommends that work be redesigned so that workers might work in teams and practice participatory management. This goes for all levels, from factory workers all the way up to managers in big corporations. Within these teams workers can allocate jobs, so that no one will be stuck with boring jobs all the time. All work is shared, and boring routines alternate with interesting assignments. The report said that the important thing was not just the sharing of the work so much as the sharing of the decision making of who would do the work.

The most radical proposal of the report is sabbaticals for everybody, whatever your career. I mean any job. There is no job that would not have a sabbatical, and this would allow us to employ those that are often unemployed, because they could be working while the rest of us were off on our sabbaticals. Sabbaticals could be used to retrain for a better job or for a different job, or simply to try your hand at something you've always wanted to do. These would give people time off, backed up by the security of a job, allowing them to try something else, at least temporarily, without losing their positions.

I know some of the criticisms of this have been that this report is just too socialistic - this idea of retraining workers, restructuring jobs, maneuvering people around wherever they're needed; but I think there's an awful lot in this report. I think it's tremendously important, and handily, it's paperback, so I hope you'll all have it in your libraries.

The task force adopted this motto from Camus: "Without work, all life goes rotten, but when work is soulless, life stifles and dies." This is certainly a concern that touches all of us, so I hope the program in the next two days will be useful to you, whether in your own search for a new career, or in your patron's search.

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FINDING THE WORK YOU WANT TO DO

Marshall Palley

Peggy O'Donnell

We'll start off this morning with someone who has spent some time helping people find out what they want to do. I'm sure many of you know the book by the New Vocations Project, the American Friends Service Committee, *Working Loose*. Those of you who do not, it's on your list, and I hope you will have time to look at it some time. Mr. Palley, who is with New Vocations, has worked with their concept of helping people find what they want to do. In his article in this book, he explains his own search for finding what he wanted to do. He said sometimes it's not so hard finding out what you want to do; it's finding out how you can do it. So perhaps he'll have some guidelines for us today. He also supplied us with an excellent list, which we didn't have time to put in your kits, and they're over there if you want to pick one up during the break. Mr. Palley.

Mr. Palley

Working loose is what I'm doing right now. My job ends in about 2 1/2 weeks, and I've been doing it for 10 years, and I feel as though I'm at square one and about to go on a self-decreed sabbatical. I'd like to tell you a little bit about my corner of reality, but also to have a chance to hear about yours, so that perhaps we'll make contact in the time that we have together this morning.

I'd like to read from a couple of statements that are typical of hundreds that I've received over the last 5 or 6 years. This one was written just last week. It hasn't been answered yet, but because of the pressure of this occasion, and the fact that the project I've been associated with is phasing out soon, and at Peggy O'Donnell's suggestion, we were prompted to prepare a list of places where this kind of personal service is available. Here's the letter from somewhere on Webster Street in San Francisco:

> Dear Person,
>
> What is the Vocations Resource Center? What is the nature and extent of your services? And to whom are these resources available? I have been buried under a switchboard and typewriter for so long that I have become no more than a mechanical set of voice and finger motions; but from somewhere deep inside of me, a tiny bit of doubt creeps out and tells me that surely I must be more than an appendage to a set of machines. All of the conditioning has not been quite complete. So before that doubt is gone, I need to take inventory of myself and see how I can be of some positive benefit to myself in the world around me. All of this leads back to my opening questions. I would very much appreciate hearing from you. Peace, Susan.

Actually, I've written the answer to Susan, and I was waiting to have the list to enclose; but what can we tell the Susans of San Francisco and this world that they might do?

Typically, in this tremendously individualistic society that we inhabit, people are not in communication with others and feel that the consciousness that's rising up within them is totally unique, and private and not shared by others. So a first step, beyond reaching out by writing a letter, is to find at least one other person to tell you that it's alright to feel this way, that it's happened before; in fact, that our government tells us that 90% of the people have this problem.

I began as the college program director of the Friends about 5 years ago, to talk to people who were in this frame of mind, either people who had worked and found it empty, as Camus said, and soul-destroying, or people who hadn't worked much yet, but didn't want to pay their dues by waiting 10 years to find out that it wasn't worth it. We saw more of the latter, I'd say, 5 years ago, and we see more of the former group who have had the experience of working as teachers, social workers, a few librarians, now.

The principle is sharing. You put something in the pot in order to get something out. I wrote a poem to this effect. In this poem I likened what we did in the groups that we began having to a kind of potluck or a stone soup where people seem to have nothing, but you throw it altogether, and you get a very nourishing soup out of it, and everyone is filled. Rarely this happened, but usually people felt not worse than before, and sometimes better.

The sharing involves information. People who are job hunting, people who are career hunting, if they've been any good at it at all, have more information than people who are sitting in some office or placement center. They also have advice to share, which is a tricky business; but if you know that the advice that people give benefits the people who give it rather than those who receive it, you can begin to understand how important it is that people have an environment and framework in which they can give advice; because if you listen to what you say equally or more so than what people tell you, you may hear some important things; and it's easier to articulate things that may be useful to yourself when you talk with others, with a group where some stimulation arises, or with one or two other persons.

These places have problems. The people who work in them get tired of that. I thought I never would, but I did, because it was very satisfying. The first few years I did it, I did it because it was my job. When I really got into it, it was very exciting.

People don't come as much as they did. I think this may be either because of social trends, or because we don't have as much to offer. I think it's the latter. It's like the professors in the Arab Universities in the Middle Ages. They used to take their rug and throw it down in the corner of some balcony, and the rug would be crowded when they had something to say, and when not much was going on, it would be pretty lonesome on the rug. It's been pretty lonesome at our place the last year or so, and I think that's a sign not only of the times, but also that now people have alternatives.

That's a little bit about the Vocations Resource Center as we experienced it. Ultimately we got into publications. We got government money, which was a minor miracle. Our government does some amazing things, not only some that we're ashamed to acknowledge, but some that are pretty good; and in its infinite wisdom, it gave us enough money, not quite enough to corrupt us, but not necessarily to make us do better work. There were just more of us getting in each other's way, but we had to do some reporting, and on a whim, instead of doing a mimeographed report, we decided to do a paperback book. Since we had a budget, and the bills were paid, and we had a deadline, a group of us got together and did the book, which was an exciting process. It's probably a form of collaboration that has a lot to recommend it.

For instance, a group of ex-mental patients now puts out a publication which you may know called *Madness Network News*. It's a very creditable newsletter, and now they have a contract to do a book which will be coming out in the spring through Glide Publications. Certainly some of your own people were involved in *Revolting Librarians*. Our copy disappeared, but that's a sign of a good book, as you well know.

Now perhaps I can say the things I meant to say and didn't as I respond to some of your statements, pleas, expressions of scorn, questions, comments or whatever.

Ms. O'Donnell

I was wondering if you use books, or magazines, or any kind of printed information sources in your project?

Mr. Palley

We have them around. We try to display them in different ways. Some people are very oriented to materials and do use them, but I'd say it's a very small percentage of the people who come to places like ours. Sometimes, if a person expresses a particular interest, like child care, like free schools, we have pamphlet files and boxes, in addition to the information that's racing around in our heads, and we do make these available.

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I visited the VSC AFSC office in Cambridge, which has a quite excellent program that's somewhat on the order of our own. I noticed that they have evolved a very excellent type of magazine and pamphlet storage, using the hollow rolls that newsprint comes in, and they had cut these into short sections and piled them like cord wood and filled them with files of periodicals like *Workforce* or *Vocations for Social Change*. The ensemble of these tubes then made a room divider also. They had to make good use of their space.

Peggy asked me to mention a few materials. In terms of publishing, other than *Working Loose*, we did a mimeographed report. Our second report for the Department of Labor was more conventional, and it may be a little more informative about the range of activities which we carried on. The supplement to this was a 40-minute video tape called "Learning a Living; 4 work groups in process." Prints of it are available, and if you have equipment for 1/2" video tape, it is an attempt to gain a self-understanding of our own work group.

Our publications included this *San Francisco New Vocations Project, 1970-1972*, the paperback *Working Loose* that Peggy mentioned, and 8 interviews called *Seed People* which deal with people in projects or alternatives - an architect, a law commune, a person breaking into public interest radio. This has been greeted with a mixed reception. The format that we chose, as librarians you must know, is a difficult one to handle. Book sellers have found it almost impossible to handle.

I also wanted to mention a publication which perhaps some of you don't know about. It comes out each year. It's called *Invest Yourself*. It's a volunteer service. It's a wide range of either summer or year-round volunteer activities for young people. It gives very brief accounts of where people can write. It's available from the Commission on Voluntary Service in New York City. I can leave this here so people who want to know more about it can get the publication information.

I'm going to leave a few of this newspaper called *Simple Living*, which is a new publication of the Friends Service Committee. It's our feeling that both for personal and global reasons, Americans have reason to be concerned about what over-consumption does, not only to the quality of our own lives, but to our relations to each other and to the rest of the world. So at the Friends Service Committee, those who survive are going to try to gear up a program to encourage individuals and groups to simplify their living and to challenge the institutions which are working so mightily to complicate it through the newsletter.

Question

Do you have specific job listings, or is it more sort of a general discussion on what a person wants to do?

Mr. Palley

We have had a few job listings. We've not done a good job in that area, but people have forced job listings on us, and at times we have solicited a few. We have a weird collection of part-time, full-time, civil service and people-serving jobs. We have jobs most commonly in the human service field at low pay, and there's enough demand for those so that when people volunteer for those good jobs, supply and demand are in balance, unfortunately. That's why it's hard to get much money for them.

If a person wants to talk, we'll talk. We certainly follow McLuhan's comment that discovery through dialog and human encounter is the work pattern of the electronic age, because we talk and talk and talk. Some people, we discovered, didn't want to talk. They just wanted to see a job listing, or they wanted some specific information. I think face-to-face talking is the thing that we've seen as our principle resource, including the information that we might be able to bring to bear, or the clarification of priorities by asking a series of fairly simple-minded questions that sometimes enable the person to resolve what his primary needs might be. Some people eventually went back where they were, but with their eyes open to the situation. Others felt ready to make changes, either drastic or gradual, in terms of a course of action that suited their particular needs. It never proved possible to write down what we did.

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Those chapters also didn't get included in the book, because maybe we were purposely unsystematic, but each encounter seemed different, and to stylize those seemed to be a waste.

I could always think of new ways of doing the work - not that they always worked, but there was always a chance that a new approach would be successful. Some people came back and became addicted to our service through 3 or 4 visits, or they joined the staff and just were hard to get rid of. The only problems we had were when people didn't want to leave.

Question

Are these private interviews, or are they rap sessions, or what?

Mr. Palley

We never have any private interviews. We were all in one room, and sometimes 4 or 5 conversations were going on all at once. So privacy was never something that was ever available. There were groups which were scheduled at certain times which were groups. There were impromptu groups that developed when half a dozen people would be there at the same time.

Question

What careers had these people followed?

Mr. Palley

We have seen people in all types of careers - some trying to vary their careers, others seeking new ones. A lot of young adults who were trying to learn physical construction skills. We found the free university classes were a real resource to many people as a place of contact and a place of learning. We found that volunteering was a strategy that was very effective with many people. If people had survival problems, they could do temporary work to pay the rent, and they volunteerd for work they'd think they might like. Sometimes that would lead to a paying job. I know a number of men and women who did get jobs that they really found satisfaction in through volunteering.

Question

How did people find out about your service?

Mr. Palley

The *People's Yellow Pages* and *Workforce*, the publication of Vocations for Social Change, both list it as a local center. Some people wanted a job with the American Friends Service Committee (which is certainly the best place I've ever worked), and they would discover us by word of mouth. People heard about it hitchhiking; it's amazing. People would come even though they'd been in San Francisco only a day or so. We saw a lot of newcomers and transients.

Question

Could you generalize in any way why people were interested in changing from one type of work to another - what some of the reasons were that people gave you?

Mr. Palley

Well, when Shell Development closed down their plant in Emeryville, their research establishment, we saw a few engineers for a few weeks, because they didn't want to transfer to Texas or somewhere. Some people were laid off, were between jobs, were in occupations where it just was hard to find jobs, like junior college teachers wanting to live in the Bay Area, or things of that kind. Other people had had it with their particular line, whether it was engineering, teaching, social work, and really wanted something different. Increasingly we've seen people in that mid-career group. I think that trend began 2 or 2 1/2 years ago, as I experienced it. Previously we saw people about 25, more or less, or people just out of college who have had a very difficult time finding any kind of work.

Question

To be more specific, people who are in mid-career, about to change, what are the reasons, psychological or whatever it is? That's what really interests me - why? Why would people reach a point that they would leave well-paid, prestigious jobs?

Mr. Palley

Some of the reasons I've heard people give include the emptiness of material gains and other success they realized. They had run a course and found that there wasn't anything that was ultimately satisfying. They began to feel the cost was too great.

Question

Did you do follow-ups on these people to find out, if they had changed careers, if they were successful in whatever later line they had chosen?

Mr. Palley

Not regularly. At a certain point we were seeing very large numbers of people, some of them only once. We did a questionnaire last year, sent out 400 or 500 forms and had a response of 75 or 100, which was fairly good because the contact with some of them had been 4 or 5 years earlier. We worked that up in this report that I spoke of. Some people came back spontaneously, or word filtered through. It's not a thing that people did very often. Even when they got jobs from our strange and wonderful collection of jobs, they rarely told us about it. And, of course, we remember the ones that turned out well and can't seem to think of the others.

Ms. O'Donnell

Do any of the people have to go back to school or take courses for retraining to find new careers?

Mr. Palley

A lot did. The sabbatical, I think, is a creative idea, the universal sabbatical that you mentioned, Peggy; but it's not socially respectable, and it's not economically viable. You have to be either rich or gutsy to do that. But to go to school, you can borrow money from the Bank of America; you can get the GI Bill. I had students at Sacramento State who tell me that it was the best deal they had at the moment. The best economic alternative was to be in school. It's socially respectable to be in school; it's approved. If you're not careful, it leads to degrees, credentials - but not necessarily jobs; but it fills time. People on this questionnaire told us, "We didn't learn anything about the work we wanted to do in school; we learned it out working." Then when you asked them what their plans for the future were, most of them said, "I'm going back to school." It was very discouraging. Yet, people who are ready to go back to school, who have a well-defined intention, should be there.

Question

When these people who are professionals in mid-career, were kind of successful but ran their course, and then they changed, is there a pattern that they changed; is there a pattern that they changed to something with less pressure or less demand in terms of status and so forth than what they left?

Mr. Palley

Yes, those that I know of either shift gears in the occupation and rethink the way they're doing it, or go to much more part-time kinds of things, limited commitments, having more days in the middle of the week when they can go fishing or the equivalent. Some people apparently make it by altering their living arrangements. They claim that they're getting along pretty well, and seem to be.

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SOME ALTERNATIVES--A SYMPOSIUM

Introduction

Peggy O'Donnell

When I was planning this workshop and deciding what trends to cover, I found that for many people just getting a chance to do something they've always wanted to do was very important. I thought it would be interesting to hear from librarians who had attempted this. What problems did they face? Were they successful? Did their librarian training help or hinder?

I found three candidates who had explored three options. One took her skills as a librarian and tried free-lancing. Could anyone live on that? Second, a librarian who experimented with something totally different that she had always wanted to do. Finally, a librarian who really wanted to devote her time to social action and wasn't too concerned with making a good living. I'd like to introduce them to you.

The first speaker, Linda Ramey, many of you know from BARC. She has been with us since the very beginning of the project. About three years ago she decided she would try her hand at operating a cosmetic and herbal store. She will tell us about the joys and sorrows of small business.

Our next speaker will be Georgia Mulligan, whom many of you know. She was one of those people Mr. Palley was referring to. When Shell moved their operation, Georgia had to find a new career. She's the one who tried to free-lance her skills. She'll tell you how that has worked and whether or not librarians can be free-lance researchers.

Our last speaker, Barbara Pruett, is working with the United Farm Workers on a more or less volunteer basis as a people's librarian with the SRRT project. She will describe her work with the Farm Workers.

STARTING YOUR OWN BUSINESS

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Linda Ramey

I went into business about two years ago, and people often ask me, "What made you decide to have a cosmetic and scent shop?" Actually someone else was responsible for it. A friend of mine who owned a sandal shop in the Mission District felt the neighborhood needed a "body shop", selling lotions, oils and soaps. He suggested that I should open one with a friend. We really just fell into it.

Our first step was to talk to a cosmetic manufacturer in Berkeley. We decided to open with his products. We found the ideal location for our shop at the first place we looked. Our name, Common Scents, was decided on just as casually on the basis of a friend's suggestion.

However, once we opened, we had problems we'd never dreamed of. The first was connected with our name, when one of our suppliers told us another shop was already using it. We were really afraid we'd have to change our name. Luckily, the other business was in Palo Alto, so we were legal in San Francisco.

This and other problems could have been avoided if we had done any research on how to open a business, but - and as a librarian I'm embarrassed to admit it - we didn't. One thing that would have been helpful is the *Guide to Public Records*, which tells about the Fictitious Name Bureau, where you register your business name, the Board of Equalization and other city offices.

In retrospect, I can think of many items that would have been helpful, such as the Small Business Administration publications and the *Small Business Reporter*, which publishes a series on general business operations (licenses and permits, advertising), and a series on types of business. Of course, the library is full of books on the various aspects of business, none of which we used.

We did get a lot of help from other shop owners in the neighborhood. The bookshop next door helped us with our tax problems. They were really a headache, and we certainly weren't prepared for it. After working three weeks on our taxes, we realized our bookkeeping system was hopeless. It simply wasn't adequate for getting at the records we needed.

As our business expanded beyond cosmetics to related items like hair brushes, we had to find more suppliers. We found them first in the phone book - local ones and out of state ones. Trade directories were used too. The library helped here. We found a lot of crafts people at local craft fairs, since we now also carry ceramics, toys and candles.

By now I was using library materials to help run the business - books and magazine articles on soaps, perfumes, how to make potpourri (which we sell). I just might mention here the Workman's Publishing Company series, which are excellent in this field. We also use herbals. We found an excellent article on natural hair care in an old issue of *Clear Creek* (July/Aug. 72).

One of the interesting sidelines that developed was finding that our shop was becoming a switchboard, a mini resource center. People would ask about places to rent, and we'd try to put them in touch with others. Eventually one wall became a bulletin board. We always keep a copy of the *People's Yellow Pages* handy, so we can help people who need special services. We also keep catalogs of the local free universities; copies of *Free*, San Francisco Public Library's monthly newsletter of events; and other calendars of events in the Bay Area. I even answered a reference question last week, which really pleased me, since I felt I was being a librarian in my own shop. I did call the Literature Department at SFPL for help, but the customer was really impressed. I did point out to her that, "At the library we do that every day."

Other problems confronting a small shop keeper are local ordinances about the sizes of signs, for example, and how far they can hang out in the street. We had an incredible time just planting a tree in front of our shop. The library can

help with this kind of information. We've also used books on advertising and promotion. Now, are there any questions?

Question

Do you make your own soaps?

Ms. Ramey

We don't make our own soaps, no; but they are handmade over in Berkeley by the Cosmetic Chemist. We're located over on 24th Street between Noe and Sanchez. The shop has really turned out to be an alternative for me. I didn't really plan it as an alternative, but within a year I found that I was glad I was doing it.

Gil McNamee

Did you find that your operation as a semi-switchboard increased your business? Would you suggest it for other businesses?

Ms. Ramey

Oh yes, I would definitely, because it brings people in, and as you begin to make friendly relationships, or very personal relationships with people, then they're more apt to tell other people about you. We have a lot of people who come in and say, "Diane said that possibly you'd know a place to rent." We don't really care whether they're coming in to buy something or not. It's just as pleasing to have someone come in for information. That's great, you know; but I think in general it does increase business.

Oh, I forgot to mention there's a list in your kit that lists materials that are useful to someone starting a business.

FREE-LANCE RESEARCHER

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Georgia Mulligan

During Linda's talk I felt like laughing, since we felt we did everything wrong when we started too.

My firm, Information Unlimited, was started with a friend of mine, Sue Rugge, when we both were laid off from our jobs as special librarians. Sue had been with Singer Frieden, and I worked for Shell Development Corporation. Although Sue had always been a special librarian, I had also worked in academic and public libraries. We both felt that though we liked our work, we wanted to get away from the library setting and be our own bosses. So after several phone calls and meetings, we decided to start our own business.

During several Saturday beer sessions, we decided we needed a name and stationery to establish that we really existed. Sue already had some business contacts, since she had done some free-lance research while she still had her job. We began to build our contact list by attending SLA meetings, and calling librarians we had worked with in the past and asking them if they felt there was a need for our proposed service.

I began to look into the requirements for setting up the business; and though I was a librarian and used to digging up information, I still found that often the agencies that should have the answer aren't always helpful. For instance, we paid $30 for a business license, only to find later that we could have gotten a cheaper one by describing ourselves as a home industry making less than $2000 a year. We found that it was always best to ask, "Are you sure you're telling me everything?"

Our business is really a free-lance librarian service. We try to give a very personalized, fast service that's not always possible in a normal library situation where you haven't time to follow the patron around to see he finds what he wants. We get the patron what he wants. A lot of special libraries use us to get photocopies from UC Berkeley and other places within a 48-hour period. As we've shown we can do this, we are now being asked to do ready reference and simple literature searches for our clients. We started out in late 1971, and just in the last two months we have seen a real change in the service we are asked for. Originally about 80% of the business was photocopying; now it's about 50% literature searches and 50% photocopying.

How did we find our clientele? We worked through SLA and our special library friends. We began providing service to NASA, Stanford Research Institute, Shell Oil; then we used their names in our promotional material to impress prospective clients. We felt successful marketing was the only way to establish our business. We tried advertising but found our service difficult to describe in an ad. We tried calling directly to prospective clients but often couldn't get past their secretaries. Secretaries are trained to screen out calls. We have had several ways of getting past their defenses. Once we reached the boss, our goal was to get an appointment, so we would really have a chance to explain our services. If we had an appointment in the area, we would also just drop in on other businesses. We found it's better to start at the top, because these officials are the ones who can okay the expense.

As women working in the business world which is predominately male, we felt we had to psyche out the people we were talking too. If they were fatherly, we were sweet girls who needed their help. If they were business-like, we were just as business-like.

Since we had no financial backing for our business venture, we had to rely on free materials and advice. I managed to get a free Zip Code Directory that I badly needed by becoming friendly with the man who had been answering all my Zip Code inquiries. He finally found an extra one and sent it to me. I also

managed to avoid paying an advance on the sales tax from a directory we compiled on special collections in libraries by convincing the officials we probably wouldn't make any money on it. So you don't really need money to start a business.

We did get listed in the *Yellow Pages* under "Library Research", and it's really weird, because we seldom get business that way; but we often get people who want a recipe, or other kinds of questions that should go to the public library. We always point out that our service costs money and that they can get the answer free at the public library. Sometimes, though, if we know the answer, we tell them and just hope it will result in good public relations for us.

Are there any questions?

Question

Could you be a little more specific? What do you use for your resource material? Do you have any sort of basic reference collection? How do you charge your clients? What types of clients do you have?

Ms. Mulligan

Well, OK. First of all, we believe there's a wealth of untapped resources in the Bay Area, and if no one else is going to use them, we are. We work out of my partner's bedroom, and all we have is a phone, a little file of cards of serials at UC Berkeley, San Francisco Public Library's list of serials, the *People's Yellow Pages*, and our heads.

What we do is, we try to start at the University of California. They've got about 22 libraries on their campus, and we've developed a relationship with the people that work there. They have such a wealth of resources that it just seems the most practical place to start. Then we have a woman at Davis, a woman at UC Med Center, me in San Francisco, a woman at UCLA, a man in Cleveland, and other contacts around the country that we send requests to, if we can't answer them at Berkeley. Then what we tell our client is, if it's a specific thing he wants, like an article, we tell him we'll try in Berkeley, and it will be in the mail or United Parcel Service in 48 hours, or let him know a reason why it isn't. Then we tell him where else we're going to try, just so he knows that we're still working on it, and we try to report back to him regularly to give him the feeling that we're still working on it.

I'd say at this point the majority of our clients are businesses, either with libraries, and if the libraries use us, they use us for out of field things - out of field periodical articles, or checking specific facts in directories and things that they might not have in their library. Once in awhile a library will give us a literature search, and usually that is out of field too. They think we're experts.

Question

Would you say something about the literature searches - the range in terms of science, social science, and length of literature searches, and range of fees you charge?

Ms. Mulligan

OK. There's no range of fees. We charge $10 an hour for searching. Then what we try to do is, we rarely sit down and compile a bibliography, because why bother? Once in awhile someone's trying to impress the boss, but usually he just wants something he can read, and he wants it fast. It's speed rather than the books that they want.

We will take on any field we think we can handle. My partner is very good at electronics and physics and computers. She spent 10 years operating libraries in that field, and her husband is a physicist and explains things to us.

We try to work with the client and try to get him to understand at what level of knowledge we are so that there's no misunderstanding. Those scientific things can get really wild. We have people that we can call on to do things that we don't feel we can do ourselves, and we're trying to develop a file of people who have searching experience in all different subjects, and we will pay them. I try to avoid the science field. I've worked in just about everything else.

Question

Do you get more in the sciences than in the social sciences and management?

Ms. Mulligan

We got more in the sciences, mainly because we came from research and development companies, and that was our first market; but even within those companies we get some pretty crazy things. Like one time a company wanted to locate an island in the Northwest territory of Canada, and then find out why it was named what it was named, and so on and so forth. They're probably planning a bomb site there or something.

Question

You said you have contacts throughout the country. Do you pay them to serve you? Do you have difficulty establishing working relationships with resource people?

Ms. Mulligan

We have received some resistance. We're trying to get people to understand that we want to be a cog in the cooperative wheel, but some people resent the idea, some publicly oriented librarians resent the idea that we are charging for what libraries are already doing free. So what we say is, nothing is free. If your taxes aren't paying for it, it's got to be paid for some other way. Also we do things a library can't do. A public librarian will rarely sit down and spend 5 to 10 hours doing a literature search for a patron. There just isn't that time. If a patron wants that he's going to have to pay for it. I think the public library should offer that service for a fee, but not too many people agree with me.

Question

How much do you make in a year?

Ms. Mulligan

Well, we just decided to pay ourselves $500 a month so that we would have something to live on. We're really struggling right now. The company grows every month. It's very small; it's very modest. I think the gross was almost $3000 last month. Of course, with each increase there's also an increase in overhead. Our phone bill goes up every month. We charge as many costs back to our clients as we can. We charge back postage. If we have to make calls for our client, we charge him for the phone call, or if we use United Parcel Service. We're probably going to start charging for our travel time. When we do a search, we usually don't charge for the time it takes us to get to a place, but we'll probably start charging for that, and maybe for gas if they require us to travel very far.

Question

What about copyright laws? Do you have any problems with that?

Ms. Mulligan

Well, we're not doing anything that you aren't. We are not selling copies. We're copying. Basically copying is breaking the law, but that's what you do too. We sell a service, and if somebody wants a photocopy, we charge them $2 plus 15¢ a page. All of that is service charge. The 15¢ a page covers costs at a copy

shop. We don't have our own machine. The 15¢ a page covers what it costs us to get the copy made plus the handling. You have to check over it; you have to staple it; you have to put it in an envelope, and all that.

Question

I'm just curious - there's just the two of you? That just blows my mind. Do you have an answering service?

Ms. Mulligan

We have an answering service which takes messages 24 hours. I could tell you something about answering services. They're all a drag. We've gone through about four now. We would like to get a pattern going so that there's always somebody there to answer the phone, but it's really impossible. The two of us really live our work, and it's not work; it's fun. It's fulfilling. It's the first time I haven't gotten depressed on Sunday nights. You know what I'm talking about. We do have these other part-time people. We have about eight part-time people who work for us regularly and earn anywhere from $100 to $200 a month themselves.

Question

Have you ever turned anyone down for any kind of professional or political reason?

Ms. Mulligan

No. Well, people have taken me aside saying, "Well, I know where your heart is; why are you working for some of these people you're working for when they're out polluting the Bay and all these things?" But I'm getting mellow. I'm getting older, and I'm learning the good things about business and industry as well. I thought I was very anti-business and industry and everything, but you see some of the good things that they do. In fact, we are in a better position than public librarians, because we have the choice of turning people down, and you don't. If we got approached by two organizations working against one another, we would provide information to them both. Everything is confidential. We do not talk about what our clients are doing. We do have two clients now who are working on the same thing, and we're the only ones who know it, and it's kind of neat. We kind of feel like we have power.

Question

I was thinking about what you said about doing things that a public library cannot do because of lack of funding. I was wondering if you might be possibly undercutting community support for public libraries to the extent that we might become better service organizations.

Ms. Mulligan

I don't think a public library or any publicly supported library like the State University Library is ever going to have enough money to provide the service it needs through taxes. I think they should charge for certain things. They charge for things now - photocopying, a lot of them. Here at SFPL you have to put a deposit in order to have the privilege of checking out art prints. You know, there's a lot of money exchanging hands in libraries already. I know of one case in Minnesota, a system called INFORM, that includes a public library, a university library and some special libraries, where they have a reference service - you know, a super literature searching reference research service, and they charge $18 an hour. I think that this would be a great source of revenue. I think the Business Branch here probably could open up some kind of service like that and could probably bring in revenue that would help toward purchasing and help create jobs for more people.

LIBRARY SERVICE FOR FARM WORKERS

Barbara Pruett

I'm a full time volunteer librarian for the United Farm Workers, which means I work for $5 a week and my room and a $10 weekly food allowance. I began working for the Farm Workers last September, but I have only been a full time staff member since April when I began working on the central filing system, which later developed into an information system.

Although I work in La Paz, I live in the Bay Area. When I realized I would need financial help to continue work on the project, I contacted Bay Area SRRT. I was told about SRRT's People's Librarian project which supports unemployed librarians and allows them to do useful professional work in the community. Funds for the project come from monthly pledges of SRRT members. I really appreciate the chance the project gave me to work with the farm workers.

What do I do for the farm workers? Well, I don't take books out into the field, which in my opinion has been a waste of effort, since often the migrant workers have not been able to read.

Essentially, since I'm the librarian to a union of Farm Workers, I must be an agricultural librarian, a union librarian and a social librarian. I must find materials for the research department, the legal department and the health center. The farm workers need all sorts of information - on crops, particularly grapes and lettuce; on pesticides and fertilizers; on the cost of crop production. I look for material on agribusiness and corporate farming. If a labor union is going to compete, it has to know about management and know what management knows. Of course, Gallo and Safeway can afford expensive libraries and research centers; but I must get our information from public sources, and since I can't afford expensive materials, I must depend on other librarians. Some send me extra government documents or useful discards. Others alert me to free or inexpensive materials in the field.

The information that I assemble can then be made available not only to the union members, but to all farm workers. If we turn up information on pesticide poisoning, that information will benefit all migrant workers. The fight for farm workers' rights is a slow one, but keeping them informed will help.

What can you as librarians do to help? There is simply no money for supplies, so I need ink pads, catalog cards (we are using the backs of discards from other libraries), book pockets, Princeton files, file cabinets and paper clips. I also need indexes to periodicals, such as *Reader's Guide* and *Agricultural Index* - the paper copies that you throw away as cumulations arrive. We have magazines, but no access. We also need legal and medical books and anything on agricultural statistics. I could really use any atlas, if anyone is planning to discard one.

But what I particularly need is the services of librarians, more than anything else, who would volunteer their time and gas to come down over the weekend and work on setting up the library.

I could really use a full time person to work in the library. I spend so much time raising money, looking for resources and contacting librarians - it's practically a full time job in itself. But someone must be there to keep up with the everyday library routines, so if anyone is willing to work for $5 a week and room and board, I can offer you a job.

As librarians, I would hope you would subscribe to *El Macriado*, our union newspaper. It's one way you can help us tell our side of the story to the public.

Briefly, I want to comment on our critical need for funding, but we won't accept support from just anyone. We don't want government money, because it eventually runs out. Often we must rely on people's willingness to work for no money.

As for our information needs, I'm building phone contacts with librarians in the area and encouraging our staff to call them when our information center can't supply the answer. Unfortunately, this means a long-distance call - another expense.

Librarians have helped: SRRT funding, donations of books and supplies; some libraries let us call collect. All has been very valuable, but it's just a beginning.

People here have a hard time understanding exactly what the farm workers are doing. The newspaper reports or whatever don't really say what's going on, or they don't really say what farm workers really need. I hope that maybe this talk will help a little bit, although I would like to say that I'll answer any questions, because I think I'm much better at explaining things if I actually find out what people want to know.

Question

What are your ties with the national AFL/CIO? How strong are they, or are you still affiliated with them?

Ms. Pruett

We are an AFL/CIO unit, and we had money for the strike, but that's gone. A million dollars, at $75 or $90 a week when we have between 3000 and 5000 farm workers out on strike - that doesn't go very far. That was for the strike. That wasn't for anything else. That simply went to feed and pay strikers.

Question

How could I donate money to the Farm Workers?

Ms. Pruett

We have an organization called the National Farm Workers Service Center, and if you want to donate money, you can donate it to the Service Center, and that's tax exemptible. They do give support to the legal department and to the clinics, so that would be a help. The address is P.O. Box 62, Keene, California 93531. It's called the National Farm Workers Service Center.

Peggy O'Donnell

Do you have many librarians who are volunteering?

Ms. Pruett

Well, we don't have anybody volunteering his services right now, which is what I need the most. We have librarians who have begun to understand what we need, and I hope that in the near future we will have librarians who would like to come down for a weekend.

I had a very interesting meeting with the Kern County librarians yesterday, as a matter of fact. I went down to see their facilities, and they were sort of looking me over, because they were a little bit unsure. We went out to lunch. There were five of us, and finally it got to a point where one librarian said, "Would you mind if I asked you a question?" And I said, "No, what?" She said, "Well, what is life in La Paz really like? We always hear that it's like an armed camp." I just broke out laughing. This is the second time this week that I've been asked this question. We're not an armed camp. There aren't any guns in the place or anything like that. Yet, this is the image that we're facing. This broke the ice though.

I hope librarians will volunteer to help, because I can use any kind of help, one or two librarians down there for 8 or 10 hours, who knew what they were doing, whom I wouldn't have to train, who would come in and type subject headings on the cards. That would be more help to me than if I had unskilled help for two weeks and had to teach them what they were supposed to be doing. There's a real need for weekend service down there.

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I would like to tell you about a film we've been making. We've had a film crew that's been filming the strike since the beginning all summer long, and if your libraries would be interested in buying copies of the film - it's still in the splicing stages, but they'll have it ready in a month or two - that would help us tremendously. It would get the word out to people, and I think it will be a good film. Anything like just helping us, helping people to understand what's going on, getting the word out, giving our side a chance - that would be a tremendous help. Again, if you are interested in volunteering for service and can provide transportation, or perhaps we can hook you up with rides, if we get two or three people, if one person had a car, that's all we'd need.

Keene is about a 5-5 1/2 hour drive, depending on who's driving. If you want to come down, I want, I'd love to have you, but don't come without notifying us. We have to know you're coming ahead of time. We need your name, the description of your car and the license number, because you'll be stopped at the gate, and you have to sign in. If they don't know you're coming, you'll sit there until they find me, and that may not be for a long time sometimes, because I go on the basis that a librarian's responsibility is to get out of the room and go around to see what's going on. So I may be in the legal department, or in the research department, or data processing, and sometimes I'm gone for an hour or two. If you show up at the wrong time, you don't get in, not until I okay you. This is for security, and it's well needed. You can call me at Area Code 805, 822-5571. Also if you come, be prepared to camp out. It's that kind of situation. Within the last three months, anyone who has come down has had to provide his food. So if you come down, realize that it's not Holiday Inn living, and bring food.

Pat Mitchell

I'd just like to say that SRRT is willing to act as coordinator for anybody up here in the Bay Area, if you want to send supplies down, or if you want to go down there yourself.

Ms. Pruett

I would like to follow through with that. Everything is so critical. Even a dollar or two counts, so don't go buying something unless it's exactly what we need, because anything that might end up being a waste would be an extra extreme waste to us, because we need everything so badly. We hope to organize certain projects that you can lock into to raise money for certain things like law books or like medical books. So clear it with SRRT or me if you'd like to help.

Ms. O'Donnell

Thank you, Barbara. Thank you all.

RESOURCES FOR THE JOB SEEKER

Gil McNamee, Peggy O'Donnell

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Ms. O'Donnell

Now we'll move into our afternoon portion of our program. Gil and I have divided it between us, which means he got most of the work. I planned it carefully. He's going to begin by discussing the kinds of books and materials that you have in your library, or the agencies outside the library that will help the job seeker.

Mr. McNamee

One of the worst things that happens to anyone is looking for a job, but I think that librarians can play a very important role helping people find their jobs. I've entitled what we're going to be talking about as "The Librarian as Vocational Counsellor." If you'll look in your kit and get out the orange list, you can follow me along, because it seems that no matter what I talk about at BARC workshops, they always wind up as show and tell. Some of the things that I have picked out to be on the list may not be some of your favorites, but the list became so long I finally just had to cut it down. So don't be too crestfallen if you're in love with a certain vocational book and don't find it on the list.

I came across an article in *RQ* for summer of '73, called "Serving the Job Hunter." It's by David Gerhan, and it's a very good narrative. It gives a lot of good hints, and it stresses that you're going to have to be awfully good to go to all the different places to find resources for the job hunter.

I came to California in 1959 without a job, and so I can speak truthfully about how really bad it is to look for a job. I think in California it's particularly bad, because so many people want to live in California, so we always have lots of people without jobs who are desperately trying to find one. Librarians can play an important role in helping them. I didn't have a favorite librarian to go to when I came here to look for a job. Unfortunately, also I was a little older, and it gets worse for older people, for the handicapped, for women, for minorities. So my point today is, librarians can help all of these people.

I came across a book called *Up Your Own Organization*. It's by Donald Dible, who is from this section of the country, and I think he lives around Santa Clara. The book, more or less, goes along with Linda Ramey's talk this morning, because it tells you how to go into business for yourself. It has some good appendixes on places to find money and checklists to read before you go into business for yourself. It's very good. I'd like to read a section of it. He says, "Do you live in a community so intellectually impoverished that it doesn't have a library? If that's the case, and if your criterion of success is more than mere economic survival, then the burg you live in is probably a terrible location in which to open your business." In other words, here is a man who really believes in libraries. It has a really good booklist. It's a shame they're not as up to date as I would like. It costs $24.95.

Comment

Entrepreneur Press either has or will come out with a cheaper edition than that.

Mr. McNamee

Now, your list is divided into 4 sections. Librarians meet high school students and college students who are just looking for what they think they would like to do, and that's the first part of this list - when someone comes to you and needs help in planning for a career.

It would be very nice if we all had an occupational library, or a place in the library where all of the material that you could gather together that would be of use to a job hunter could be placed. Unfortunately, this is not always possible.

The first book on your list is *Career Opportunities for Technicians and Specialists*, and it's a *Career Opportunities Series*. There are 5 volumes. It's $38.50 for

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the 5 volumes, and it's attractively done with photographs, etc. Unfortunately, as with many of these books, the job situation for librarians is unrealistic. It states there will be plenty of jobs in the '70's.

I had to limit my list, so there is no section on the handicapped, or for the aged person, etc.; but I did put on the list a *Teenage Guide*, and this is one of Barron's books.

There are government documents galore from the Department of Labor, and in California, the Department of Human Resources Development, that are career guides. I brought 2 of them: one on food service and one on printing. Here you can find what you have to know to be a technician. It shows the career opportunities, the hiring requirements, what's required of you, etc. It's a good series, and available from Human Resources Development in California. Single copies are free. California also issues a lot of just general career books and handbooks for all jobs in California.

In addition, there are "mini guides." Now, the mini guides are always just this size. This one is "Waitress Combination Girl." One beautiful thing about this series is that there are many of these available in Spanish.

Commercial publishers have whole series of career books - Dutton, Mesner, etc. I brought 3 different ones on medical: this one, *Your Future in Medical Technology; Health Services; Your Future in Medical Technology*. So these, of course, would always be recommended. You know, go to your card catalog and look under "Careers."

Skipping down, there is a 2-volume work on the *Encyclopedia of Careers and Vocational Guidance*. They're big. This is volume 2 on *Careers and Occupations*, and if you'll notice, the other one is called *Planning Your Career*. This one attempted to list some of the jobs that were available, which I think is a mistake when you get into your hard copy book, particularly at this time in the job market, but it's good reading, and certainly would steer someone away from something that they weren't qualified for. It's expensive, as you will notice - $19.95.

Now, we're all familiar with the *Dictionary of Occupational Titles* and the *Occupational Outlook Handbook*, so we won't go into that.

In our documents section, we have a great number of Civil Service Commission's publications. Up on page 2, you will see a *Supplement* to the *Federal Personnel Manual*. These *Supplements* are the job standards for many different kinds of jobs. I have marked "Plumber." It describes educational requirements, skills and knowledge needed and responsibilities. Electrician, Upholstery, Carpenter, Rigger are others in this series.

Next is the *Price List 33-A*, which is a regular government price list, and it's on occupations, and it is free, of course, and it will give you a list of most all of the government publications on occupations.

If you are trying to build up your occupational collection, don't forget the *Vertical File Index*. Its lists 25 career items for the month of May.

In addition, a lot of organizations put out their own career materials. Local chambers of commerce often produce job hunting brochures for their communities.

Talking about an occupational library, if you're really serious about building up a good one, consult the Department of Human Resources Development of California, *Suggestions for Developing an Occupational Library*, which lists many of the books that we're talking about today, with annotations.

Once your patron has decided on his career, he'll often need information on schools. There is a looseleaf called *American Trade Schools Directory*, which lists all the trade schools by state, and the beautiful part is that it is kept up to date. So this would be a good one to have.

The *Blue Book of Occupational Education* is also good. It's $29.95 unfortunately, but it lists, in addition to state and city order, the curricula for all these schools, what schools are VA approved, and so forth, how to get financial aid.

Now, *College by Mail*: This is a list of correspondence courses and colleges where you can get them. It is divided by subject areas. Unfortunately, it's a little bit hard to use, but I do think you should look through this if you have patrons coming in who want to know about correspondence courses.

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Don't forget there are sources other than the print available. There are lots of records being put out - *The New Math, Speed Mathematics, Listening In on Purchasing,* and speeches on salesmanship, typing, stenography and business letters. There are films. The Extension Media Center at USC has a good selection of films on occupations. Then Bro-Dart, in its *Listening Post*, lists a lot of cassettes in the fields of business and economics, and on how to get jobs, etc.

Now, in your kit is a list of Civil Service tests that San Francisco Public Library owns. This list is kept up to date and has good subject headings. You may not own all of these, but I think it would be good if you went through and checked the ones that you did own, and keep it at the front desk, and also check in the subject fields where you may be short and order accordingly.

The best book on occupational literature is this Bibliography of Gertrude Forrester. It's also another good list to order from. It has very minute subject headings, giving prices in every case. She gets down to such things as 10¢ items, and so forth. It's very good and very up to date.

Now, for your patron who is actually looking for a job, you as librarians should have the addresses and phone numbers and the hours of all the employment offices in the city - the state, local and federal particularly.

Two useful documents on California are on the fourth page of your list: *Area Manpower Review* and *California Manpower Needs for '75*. This latter goofed on librarians, since it anticipates an increase to around 22,000 by 1975. The *Area Manpower Review* does it by counties in this particular area. You have to have something like this, whether you can count on it being gospel truth or not.

There is a monthly summary of Civil Service exams given by the State. The federal government issues the same thing that the state does. *Current Federal Civil Service Examinations* is small, compact, and can be kept well at the desk. Another one is called *Best Opportunities for Federal Employment*.

Another good government document is *Merchandising Your Job Talents*. This one is particularly good, because it gives examples of resumes, and also little tips that the job hunter should know.

Now, want ads, of course, you want to keep for patrons - local want ads. The Sunday *New York Times*, of course, has national coverage of job opportunities; and the trade publications cover their particular profession. *Aviation Week and Space Technology* is one of those that includes employment ads each week. These trade magazines also announce conventions and meetings that job seekers will want to attend. *Banking* is one that prints a calendar of events of everything in banking.

Now, want ads have another use. If you want to go into a certain field, and you open up the *New York Times*, and you see 500 jobs in that field, you know that's a pretty good field to go into.

Now, my last page - I know in working at the Business Branch, people would always come in at the last minute, and they would want to know all about the company where they had a job interview. The books here will help answer that.

One fin[illegible] idea: The Business Branch at SFPL clips all the San Francisco papers for information on companies. Envelopes are kept for each company, and in them they would put everything they could find on the individual corporation. These are very good, particularly for local companies, where you won't find information in *Moody's Manual*, and so forth. In some cases, actually the only place the company was ever listed was in the newspaper.

Now, I'm going to keep this material up here on this desk, and after Peggy finishes, and after the movie, if you want to look at it, you may come up and do so.

Ms. O'Donnell

Gil has discussed the beginning job seeker, but one area I thought would be particularly interesting to this group, certainly to me, is the mid-career idea. It seems to be becoming more and more popular, as we heard this morning, for a variety of reasons, and in some cases, an absolute necessity. If you were an aerospace engineer on the West Coast a few years ago, chances are you had to find another job. A friend of mine took to writing cookbooks. He's now selling cars back East. He didn't really plan ahead. In other cases, people are just tired of what they're doing.

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As I mentioned this morning, information workers get very tired after 20 years. What I didn't continue on with is that information workers can never stop working. It seems if you're a television producer or a ditch digger, some day you'll be able to retire and enjoy your leisure, but information workers are compulsively driven to work until death. So if you're in that field, as we all are, this is ahead of you. However, it is not advisable to stay in a particular profession more than 20 years, so you'll have to find some other way to use your information gathering skills if you want to be happy working until death.

I had some fun with this, because people would come up with some alternative ideas for those people who are 35, 40, 45, who want to go on to another career. In some cases, again, even older than that. If you attended the Older Adult Workshop, you learned that people are being retired earlier at 55, but then often they live to be 85 or 90, so they almost need a third career. It seemed it was something we had to look into.

Mr. Bolles, who will be speaking to you tomorrow, has written an excellent book called *A Practical Manual for Career Changes; what color is your parachute?* He is a counsellor, by the way. He counsels people in career changes, and he analyzes their talents, qualities and values and then evaluates them. He also shows them how to do this for themselves. He has taken librarianship, and he has come up with 4 or 5 alternative careers for those of us who are librarians. I'm sure you'll all rush back tomorrow to find out what they are, but I can't recommend this book enough. It's really fine, and it's paperback, and I think we should have many copies, not only for ourselves, but for our patrons.

As Gil said, there are really thousands of books on how to get the job and do it better or whatever, and so I tried to avoid those, but I did try to pick up on some of the new titles - such titles as *Breaking Out of the Job You Don't Like*, or *How To Retire at 41*, which means you just do something else - some new titles that seemed good, and they emphasize escaping from what you're doing to do something that you'll find more rewarding.

Some people take a creative idea and come up with a new career. One woman with 5 children was facing welfare, until she decided to host ladies' luncheons up and down the state, and she now has a million dollar business that puts on luncheons for organizations.

One second career I was most impressed with was reported in *Manpower*, the U.S. Department of Labor publication. It was a really interesting experiment in New York City. A doctor who was responsible for examining firemen and policemen during their regular careers was really dismayed by the fact that these men would retire at 40/45, having put in their service, and they were ready for their pensions. They were healthy and were really capable. They were just being let go. Their pensions wouldn't be enough, in many cases, for them to have a good life, but that was the way it was. Their time for retirement had come. At the same time, the doctor knew how desperately registered nurses were needed, so he spoke to several schools of nursing, and they now have a really fantastic program where retired firemen and policemen are being trained to be registered nurses. They have a second career, and they seem to be ideally suited. I know it sounds amazing that these men have no trouble being nurses. They have already proved themselves in a very masculine profession, so they felt able to enter a female one. Over 100 men attended the first training course, and they got 200 applications. It's a full registered nurse training course, and when the men are through there, they are registered nurses then at 45 or so, and they have a 20-year career as a registered nurse. I think it's very innovative, and I hope more of these types of programs will spread. I think what's needed in retraining very often is just a creative look at what we need and what we've got, and trying to pull them altogether.

The field of librarianship has been mentioned many times today. This is a report that ALA commissioned from the U.S. Bureau of Labor Statistics, and it will probably be completely published by the end of this year, but I have some early information, and it's not good. In other words, around 12,000 degrees will be granted each year, up until 1985, for librarians. There will be a need for 9,000 librarians each year, up to 1985. Obviously we're going to have a surplus growing on the surplus.

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There is a further problem in that they don't know how many people will re-enter the field. It's well known that there are many women in librarianship who retire to bring up their families and then go back into librarianship. They have no way of figuring the re-entry rate, so the surplus of librarians may be much greater.

The areas that the U.S. Bureau of Labor Statistics found that needed librarians were community outreach, computer specialists and media specialists. So if that's where you are, you're fine. If you thought cataloging was for you, you'd better think again. This is just a very brief summary, and there will be more information when it's published, but I thought you'd be interested in knowing that it may not only be that you want a second career; you may need a second career.

One very innovative book I found for teachers, certainly a related profession, was *New Careers for Teachers*. It's over 100 non-teaching occupations that require no additional training, for those teachers who no longer have a job. Teachers are in a particularly precarious position because of the birth rate drop. Elementary school teachers are already in great over-supply. High school and college teachers evidently will not be in over-supply for some years. There are no real studies or projections, in most cases, that realistically can or do take into account where a career is going, and that's another reason why we sometimes have to think in terms of second careers, because what looked good at 20 may suddenly, as in the aerospace industry, at 35 be no career at all. It's not so bad to change; it's just being aware of what's available to help people change.

Gil mentioned the excellent list that we got from Mr. Palley, which I can't praise enough, because that was the one thing I didn't have, were lists of counselling agents, whether for alternatives or just regular job counsellors in the area who can help.

One of the other things that I came up with when I was reading *Work in America*, the report I referred to this morning, is a very interesting comment by this task force about the trend among young people, in particular, who do their own thing - to start an underground newspaper, an organic restaurant, a craft business, a body shop - and, you know, why? Well, the reason we always hear via the media is just, "Well, you know, it's just hippies going off and doing anything." The task force took a very close look at it, and they felt that what the young people are doing is rejecting their parents' middle class standards, which have been in the managerial or bureaucratic mode, and going back to their grandparents' world. They're becoming small entrepreneurs and craftspeople. They want to make objects themselves in the best way they know how. It's not really a rejection of work; it's a rejection of standards. That's what the revolt is all about. They found no indication at all that young people were working less. They were just less motivated to work in bureaucracy, so they were looking for alternatives. So it seemed to me that we should consider too, how can we help people who want to use these talents? What information should we have?

You have in your kits a list called "Sources for Alternatives," and I'm just briefly going to run through it, because I think most of you would know. *Working Loose* we've heard much about today. The *Whole Earth Catalog*, of course. *People's Yellow Pages* nobody can say enough about, and certainly they are very valuable. On that, the 3rd edition will definitely be out this fall, much expanded, and covering a much broader area all the way down the Peninsula, East Bay and North Bay.

The *Black Bart Brigade* was mentioned. They're particularly useful. They have a house now in San Francisco where they counsel, particularly people over 40 who want to either drop out or change careers. They give courses at Heliotrope and at Black Bart Memorial Center. So that's kind of useful for people who want to talk or get the information on the changing.

Then I have several things over here - *Mother Earth News* and *Life Styles*, which help people who want to go back to the land or perhaps make a living washing windows. *Workforce* I think most of you know after they did their fine thing on libraries, and you'll be hearing from the people from Vocations for Social Change tomorrow.

Then crafts are popular as an alternative way of making a living, but there's the need to sell the craft once you've produced it, if that's how you're going to make your living, and there's a very fine book, a Penguin title, Jane Woods' *Selling What*

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You Make. The woman who wrote it was just such a craftsperson, and she learned from doing how to market your wares, whatever it is you happen to produce. It's really a fine book, and it's the only one I know that's quite like this.

Another one you may have seen is the *Garage Sale Manual*, which may have confused you by the title, because it's not just about garage sales. It's really got lots of material on running restaurants and antique shops, etc. It describes various alternate businesses. I think it's a very good thing for the marketing aspect.

Another big alternative is grants. If you want to get a project going, or you want to set up a study program, how do you get the money? Well, I have 3 titles listed here. I think many of you may know Georgia Mulligan who was with us this morning. She did a very fine bibliography, "Liberating Largesse," and it's available from CLA for $1. She goes into all the ways you keep track of what funds are available, and librarians, I think, should know about this. If you haven't seen it, or if your library doesn't have a copy, I do recommend that you get one.

Bread Game - again, a paperback from Glide, really fine, on how to write proposals, how to keep track of the business aspect of doing a project, tax structure. It's really written in very down-to-earth language. It's very useful to the person who doesn't know the first thing about getting some money, but has some idea of a project, and they want to put it across. There are a lot of different groups, including alternative groups, who will fund people who have a good idea which is probably not going to make any money. Again, the *People's Yellow Pages* has a lot on that.

This is a new one, the Grantsmanship Center. I don't know how many of you are familiar with this. It's in Los Angeles, and they are strictly in the business of teaching people how to get money, how to get a grant, how to write a proposal. They give workshops and courses. They also keep track of all the funding that's available. They now put out a *News*. This is the first edition. It's on your list, and it might be a good thing to subscribe to.

The next area is Affirmative Action. If things are bad for white males between 24 and 54, it's even more difficult for those who belong to a minority group, for women, older workers, teenagers and the handicapped. They are what the *Monthly Labor Review* refers to as the hidden unemployables. When you hear that the unemployment rate is 5%, that is not really the unemployment rate. The unemployment rate is never accurately given, because they seldom count those people who don't look for jobs - the teenagers, the older worker, the woman who's in the home who could use extra money, but she knows she couldn't get a job, so she doesn't go out to look for one. So our unemployment rate only covers people who are looking actively for a job. We have several things in your kits on Affirmative Action. As I said, the Civil Service people really came through with tons of material. So those of you who won't be with us tomorrow, I hope you will look through it when you get back to your libraries. It does explain what equal opportunity means, explains how to do Affirmative Action programming, what are the legal rights, guidelines, everything that you could possibly think of; and I think it could be a very useful list of material.

There's one other thing. It really didn't fit in this part, but I didn't want to forget to bring it to your attention, the *Skills in California Labor Report*. It does tell you exactly what professions people are employed in in the whole state of California. I think there's about 11,000 librarians.

I'd also like to mention Advocates for Women. They do put out a newsletter. They're based in San Francisco, but they're the only group on the West Coast that not just helps women find jobs; they help them start businesses and get into apprenticeship programs, because women have not been welcome in these. I wish them lots of luck. Advocates for Women is at 564 Market Street, San Francisco, and they are listed on that special resource list.

Another important trend is the rearranged work week. Ever since Poor's book appeared, *4 Days, 40 Hours*, a lot of companies have tried it. At the time of the first edition of this book, there were perhaps a dozen in the country using the rearranged work week. This does not necessarily mean 4 days, 40 hours. It can mean anything from 3 days on/4 days off, to one I found particularly interesting that nurses are

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experimenting with. They seem to love it, but it sounds gruelling. Nurses in this project work a 70-hour week, and they get the next week off. In other words, you work 26 weeks a year, but those weeks you work, you work 70 hours.

On your list there is another bibliography, the only one I could find in library literature that covers everything that has been written on the subject if you get questions. In addition, Riva Poor puts out her own *Workweek Letter*, which is obviously for big business. It's $125 a year, so I don't think any of you will necessarily be getting it for your library, but just in case anyone ever asks, she does do a newsletter, and it keeps up with all developments on the rearranged work week.

What about libraries? Are libraries using it? Well, I searched the literature, and I must say it took me and another librarian 20 minutes to find the proper heading. Librarians have a lot to answer for. I don't think anyone of the general public would ever have found it. It was under "Hours of Work." I suppose that sounds ordinary, but believe me, it was not under any cross reference from "Work Week" or "Work" or "Time" or anything I could think of - "Jobs," "Positions," whatever; anyway, under "Hours of Work" you will find that *LJ* particularly is keeping up with libraries. As a matter of fact, several libraries in the United States and Canada, public and academic, have been trying the plan. They all start out voluntarily.

The biggest problem with the rearranged work week is that managers hate it, because scheduling is a nightmare when you try to have 3 days on/4 days off, 5 days on/5 days off. So the managers are usually the ones who fight it, but when they put it into effect, the workers usually like it.

The final holdout is the unions. The unions really hate it. They feel it's a step backwards. They fought so long for the 8-hour work day. For instance, some of the computer companies use a 12-hour day, 3 days a week, with 4 days off. The loss of the 8-hour day seems to be the union's biggest argument against it.

In the library field, I only found one library that gave it up as a total failure, and they were working 9-hour days and one 10-hour day. Even though they had 3-day weekends, they missed the time with their families. In any case, the whole staff was against it, and they went back to the original plan.

Children's librarians, according to library literature, seem to be opposed to it - not so much opposed to it, but it doesn't fit into their schedule of holding story hours or arranging for class visits. Then, of course, there's always the problem of staff meetings with everyone working different schedules.

The most successful and probably best-known example in libraries is the Palos Verdes Library. They work 36 hours, 4 days, for 40 hours pay. Bill Emerson says that's why it works, because you're getting 40 hours pay for 36 hours work. It's been quite successful.

The last thing I found that seemed relevant to this was a new book. It's on your list, and it's on the 8-day week. This was a proposal by some man that everybody change over to an 8-day week, so that all of us would work 4 days on, and then we'd have 4 days off. This would be for factories, schools, libraries, everything. I like that one, because it seems like you'd never have to shut down a library, if you could just readjust your head to an 8-day week.

Still, there is definitely a growing trend for this kind of thing, and libraries are beginning to get into it. If you're interested in it, keep up with library literature.

Finally, there's flexitime or glide time, depending on what country you're in, and it allows you to work any time, say, between 6:00 and 6:00. If you have to work 7 hours, you could appear any time between 6 and 6, as long as you get your 7 hours in. That's flexitime. Glide time seems to be a little smoother, in that you only have to put in 4 hours a day in any day. If you want to put in 12 hours in one day, you can, as long as you put in 4 hours in the center of 4 days.

At BARC we talked about it, trying some form of a rearranged work week, but there are many drawbacks for us, in that we do a lot of phoning out, contacting businesses and agencies that wouldn't be open Saturday and Sunday. The biggest drawback is that we're in Civil Service, and they don't seem to have heard of it yet; but I did take

a little survey of the staff and found that most people were eager to try just for a change in the work hours. People get tired of usual work patterns.

Many of the trends we are discussing during this workshop will probably be becoming more evident in the next few years, and we as librarians should be ready for them.

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AFFIRMATIVE ACTION - WHAT IS IT AND HOW DOES IT WORK?

Mary Alice Kline

Peggy O'Donnell

I think many of us are quite aware of the problems connected with Affirmative Action, but we thought it would be interesting for you to be able to ask questions of someone who is an authority - Mary Alice Kline, who is with the U.S. Civil Service Commission.

Ms. Kline

Thank you; good morning. As Peggy said, my name is Mary Alice Kline, and I'm from the U.S. Civil Service Commission, Division of Governmental Personnel Programs. I understand your topic today is new trends in work and employment. My segment is to be "Affirmative Action - What Is It and How Does It Work?".

I think, depending on who you asked to come and talk today, you could have gotten a wide variety of responses to that question. As an employer, if I were required to comply with some of the federal guidelines and to meet some of the very real pressures and suggestions that are being put forth by community groups and other federal agencies, I might say that it's a pain in the neck, and it really doesn't work anyway. If I were a member of a minority group or a woman who had felt the effects of past discrimination, I might say that Affirmative Action was a cop-out, and that it works too slowly. But, as a representative of a federal compliance agency, I say that it's a lot of work; it's worth the effort; and it succeeds in proportion to the effort put into it.

Affirmative Action doesn't really fit into new trends in employment. It's not new; it's just received more attention lately. There have been some landmark court decisions. There has been an increase in lobbying groups on all levels.

I'll give you a quick and dirty definition of Affirmative Action, and that is the opposite of passive nondiscrimination. The concept is that it's not enough not to discriminate on the basis of race, religion, sex, national origin or political affiliation. It's that we must take affirmative action to remedy the effects of past discrimination, and provide equal employment opportunity for all persons.

We deal in my agency with Affirmative Action plans and programs. Now, I think it's necessary here to define what we mean by those too. An Affirmative Action plan or program is a set of specific and result-oriented procedures designed to accomplish equal employment opportunity for all persons.

Basic components of an Affirmative Action plan are, first of all, an identification of the problem. An agency or a company has to look at its own situation and locate the problems. For example, they have no women or no minorities at all in certain segments of their employee work force, at certain levels, or in certain types of jobs. What would be the cause for this? Is there a real reason in the job that would preclude people getting into this field?

Then you decide how you're going to attack the problems that have been identified. Is it an examination problem? Is it a recruitment problem? Is it a minimum qualification problem?

Sometimes an outside consultant will recommend methods to resolve the problem. For example, a faulty examination may not really be testing requirements for the job, but is, in fact, screening out people for non-job related reasons. A consultant is asked to help build a valid examination, one that relates directly to the job.

A way must be found to evaluate the success of the plan. In other words, some method for evaluating whether or not the new exam is successful. If it is, terrific; it will continue to be used. If it is not, there must be provisions in the plan for revision. It all sounds rather confusing, but it's just the old idea - if it doesn't work, what are we going to try next, and how do we go about doing it? Some, especially government jurisdictions, are hampered by Civil Service rules or ordinances that they must comply with. Provisions must be made to cope with this.

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Several federal agencies now require both public and private employers to have Affirmative Action plans. The Office of Federal Contract Compliance, OFCC, of the Department of Labor deals with prime and subcontractors that have 50 or more employees and received $50,000 or more in contract funds. The Law Enforcement Assistance Administration, LEAA, of the Department of Justice deals with law enforcement agencies. Housing and Urban Development, HUD; Health, Education and Welfare; Department of Defense; Department of Labor Manpower Program - all of these agencies have regulations that deal with Affirmative Action, such as, "Affirmative Action will be provided to insure that equal employment opportunity is available to all."

Now, the Civil Service Commission has the job of monitoring for these agencies the Federal Merit System Standards for Personnel Administration in their grant-aided programs, such as Health, Education and Welfare public health programs, the Department of Labor employment security programs, and the Department of Defense emergency preparedness programs. There are several others, like aging, food stamp programs, etc.

The local jurisdictions that are receiving funds for these programs must meet the Federal Merit System Standards of Personnel Administration. Those standards include a clause that says, "Equal employment opportunity shall be provided and Affirmative Action implemented to guarantee...", and so on. The Civil Service Commission, my agency, administers the Federal Merit System Standards.

The Commission has interpreted "Equal employment opportunity shall be provided" to mean that these local jurisdictions will provide written plans, that the Commission can review to see that they meet the necessary standards.

There's a lot of reference material available to help agencies meet the requirements of an Affirmative Action plan. You'll find some of it in your kits. Unfortunately, a lot of jurisdictions don't know that it's available. Federal agencies are really into this now. I think this is where maybe we can talk about the new trends in employment as regards Affirmative Action.

Since the Intergovernmental Personnel Act of 1970, the idea has been to promote intergovernmental cooperation. The Act itself covers several things and has several objectives, one of which is to help local jurisdictions strengthen their personnel administration in order to achieve equal employment opportunity. It includes mobility assignments or personnel exchanges, which allow federal state and local employees and employees of institutions of higher learning to exchange jobs. A local jurisdiction can have a federal employee come to work for them. Salary and benefits or time are worked out between the two organizations. If the federal government says, "OK, X County will accept $1 a year from you, and we'll send Mary Alice over to work for you for a year," that would be fine.

There have been some really significant mobility assignments. People have gone to work for a local jurisdiction, helping to develop a classification plan; or people from higher learning institutes have come to the federal government to help them develop training programs - any number of things. The whole tenor is intergovernmental cooperation.

As it relates to Affirmative Action, the federal government, my office of Intergovernmental Personnel Programs, gives technical assistance to any state or local jurisdiction to help them meet any of the criteria required by the standards or by law. In most cases, if it's to help comply with the standards, the assistance is free, and we have some pretty good staff who work for nothing for local jurisdictions who are paid by the federal government. If it's a special project, we try to work out a reimbursable technical assistance where the local jurisdiction will pay us a certain amount based on our salary requirements, overhead, and so forth, but it is usually still much less expensive than private consulting firms. We're not in the business of competing with private consulting firms by any means, but sometimes the expertise of how to comply with federal standards resides in the federal sector; so it sometimes helps to buy your assistance there.

Anyway, some of the material you have are copies of the Equal Employment Opportunities Act. This is the basis for Affirmative Action and for providing equal employment opportunities. We have the Equal Employment Opportunities Commission *Guidelines*

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on *Sex, Religion, National Origin* and *Selection Procedure*. These are helpful kinds of tools to use in developing an Affirmative Action plan or policy. We have also *Revised Order 4*, which is published under the auspices of the Department of Labor. It's copied from the *Federal Register*. It's the best outline of what should be contained in an Affirmative Action plan and how to develop one that I've seen so far.

There's also the little yellow booklet called *Guide for Affirmative Action* that was developed for state and local governments by our Bureau in Washington. This is a very brief document, but it's a very good reference to have for developing an Affirmative Action plan.

We primarily deal, from my office, with state and local jurisdictions. The private companies have to deal with the Office of Federal Contract Compliance. Incidentally, federal employees aren't subject to the Federal Merit System Standards.

Anyway, the kit materials all address equal employment opportunity and Affirmative Action, and more is available from private sources. There's an organization called the National Civil Service League, a non-profit organization. They have developed a lot of materials on Affirmative Action and equal employment opportunity.

You should also know that projects have been developed from the Intergovernmental Personnel Act funds. Maybe I should explain a little bit about how these funds are doled out. The national office of the Commission gives X number of dollars to the region. Our region covers Arizona, Nevada, California, Hawaii, Guam, the Pacific Trust Territories and American Samoa. These states or territories develop what's called a statewide plan; and all the local jurisdictions that are eligible for funds send in an application to a Governor's Advisory Council on Interpersonnel Programs. The state then decides which requests for funding it will include in the state request. Then the state presents the package to the federal government for funding. So a city or county can apply directly to the federal government. There are some discretionary funds that the federal government can dole out directly, but for the most part, all money goes through a state council, located in the governor's office.

Anyway, one such project started in California in 1971. It's called the California State Selection Consulting Center, under the authority of the California State Personnel Board. Presently it's working on validating examinations for police and fire positions. This is a big item right now. Their tests have been challenged nationwide. Presently San Francisco is under an injunction. They can't hire any firemen, because their tests have been enjoined by certain groups. 28 cities were recently sued by a congress of minority groups and the National Organization of Women for discrimination in police and fire jobs. So the Selection Consulting Center is working to develop a valid, job-related examination. All kinds of reference materials are available from the agency, if you wanted to order them.

This is called the *Selection Compliance Compendium*. It contains a collection of all federal and state laws and regulations dealing with fair employment issues that apply to California. I'll give you an example of what's included in here: the 14th Amendment; the Civil Rights Act of 1886, of 1870, of 1871; the Equal Pay Act of 1963; some executive orders; several of the guidelines that I mentioned that you have in your kit; some publications from the Department of Labor, from the Office of Federal Contract Compliance, the EEOC, and from the California Fair Employment Practice Commission and the Department of Justice; some cases in selection compliance; and very valuable index to all this material. If you look up recruitment, it will refer you to every different place where recruitment is mentioned. This is available from the Selection Consulting Center. It costs $15. The address is the Selection Consulting Center, 455 Capitol Mall, Suite 250, Sacramento 95814, attention Kathy Kulla.

The Center is also preparing a *Selection Court Case Compendium*, which will be a collection of all the court cases that have related to selection issues, the decisions, and an analysis of these decisions. This will be a really good reference for jurisdictions or for companies that are looking for remedies to institute, based on past cases. It will cost $50 for the initial compendium, and then the Center will keep you updated every year for a cost of $20. So, while I'm not in the business of selling these publications, I think it's worthy to know that they do have this kind of material.

I'd like to give you a basic idea of what an acceptable Affirmative Action plan contains. The plan should include action, such as training, recruitment, validation of tests, career counselling, other kinds of counselling and service type work. This might include provisions for transportation for people who are trying to get from areas where there is no transportation available to the job market. It may include revising an employment application. I'm sure a lot of you have filled out employment applications, and they've made you very angry because of some of the questions that are asked, and you see no relation to the job whatsoever. Now, under the federal guidelines of the Equal Employment Opportunities Commission, any question must be related to the job.

We have just finished writing a handbook for employees and supervisors for a local housing authority that had no central source of personnel rules and regulations for their employees. One of the Affirmative Action items that this jurisdiction decided to develop was an appropriate handbook.

We have helped develop outreach recruiting efforts. We've put local jurisdictions in touch with community groups, minority organizations, and women's organizations. It's part of our technical assistance to help these people get in touch with each other so that they can work together to develop a viable plan.

All of these activities can be summed up under one general idea, and that's to remove all artificial barriers to employment, and to provide equal employment opportunities for all persons.

OK; does anyone have any kind of question that I might be able to answer?

Question

What could an individual do if they ran into a bad application?

Ms. Kline

There are guidelines on what are legal and what are illegal questions on employment applications. The Fair Employment Practices Division of California and the EEOC have both published guidelines. If you find a question that you feel is illegal - for example, the EEOC says that consideration of an arrest record in terms of employment is probably illegal. It's still being tested in the courts. So if you find a question that you feel is illegal, I would certainly call it to the attention of the company and ask, "Why are you using this?", or, "How are you using this? How is it related to the job for which I'm applying? If I've been arrested for suspicion of using marijuana, is this going to affect my ability to be a library technician?", or whatever it might be. See what the answer is. If you feel that they've dealt unfairly with you, I think you would want to send the application along with your letter of inquiry to the Fair Employment Practices Commission, pointing out why you feel it is inappropriate.

Such questions as, "Have you ever had your wages garnisheed?" - this consideration of a past debtor's history is also now probably illegal. It was mentioned in a case here in California with Lytton Industries, because consideration of a garnishment record tends to have an adverse effect on certain ethnic groups who are more apt to have such a history. Unless you can show that it's related to the actual performance of the job, that question is not appropriate to ask or to consider.

I object when they ask marital status and number and ages of children. How is that going to affect my ability to be a personnel management specialist? The answer usually is, "Well, women have to stay home and take care of the children," and you just say, "Well, you know, you're assuming a whole lot." We've managed in most jurisdictions to get them to remove that kind of a question. I would just start out by asking them how they intend to use the information. Sometimes the answer will be, "I don't know; that's just been on the application for years, and every time we have it printed up it just gets put right back on there." Often, when it's brought to the attention of the organization, the response is, "Well, we'll get rid of that." Most of the time they're pretty cooperative.

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Question

Are there any restrictions on the oral interview?

Ms. Kline

There are restrictions in that any test, as defined in the Equal Employment Opportunities Commission *Guidelines on Selection Procedures* - such as an oral interview must be shown to be valid and job-related. It's very difficult, because orals are difficult to reconstruct. Many jurisdictions now are taping oral interviews, or give very structured orals where people on the panels have set questions. They ask no other questions, and each applicant is asked the same questions. Again, if I were faced with an oral that I felt were improper, I would question the questions.

Question

Does your agency have any quidelines on that?

Ms. Kline

We don't have published guidelines on oral examinations, but we try to point out to jurisdictions that they should only use oral interviews or applications where the job requires a facility with language, or presentation, or poise - for example, law enforcement jobs. I think we would probably all agree that someone's ability to project ideas, to persuade or convince is important in a patrolman's job. There an oral interview is an appropriate technique. Now, it should be applied equally. Everybody should be treated the same way by the oral board. Now, a keypunch operator who works the night shift at the computer room at the hospital - how much ability to deal with the public, or to present ideas effectively is this individual going to need? When we do our personnel management reviews, we question jurisdictions on this type of thing and try to convince them to eliminate orals wherever possible.

In some cases, it has the opposite effect. Say you're hiring somebody for a maintenance type job, street maintenance, tree trimmer, or landscape gardener. An ability to read is not required and just a minimal ability to communicate is needed. So a written examination is not required. An oral interview is used, and the personnel officer will fill out the application form. So you have cases where orals are used that way.

Our guidelines are basically to keep it related to the job. What we really try to sell is multi-part examinations, so that no final result is totally dependant on a written score or totally dependant on an oral score, but in some combination of job-related factors.

Question

What about physical qualifications?

Ms. Kline

They're totally appropriate if they are used on the job. For example, if an individual is working on a street maintenance crew, the individual who has to do the job has to be able to shovel. A test of that physical qualification as it directly relates to the job is appropriate. If they are not appropriate, they should be eliminated.

We've managed, in a lot of cases, to convince jurisdictions to eliminate height and weight requirements in police jobs. That's a real hard one, because most law enforcement agencies are pretty well sold on the necessity for them. What it requires is an in-depth job analysis, and that's the responsibility of the personnel agency in that company or that jurisdiction. In fact, this is another Affirmative Action item they might put in their plan, a detailed job analysis of such and such positions. People should be out auditing those jobs, visiting the work sites, seeing what the individuals are doing.

Now, if it's a case of having to lift a 100-pound sack once a month - OK, we would say, "You could get two people to lift it for that one time a month without compromising

any business interests." If it's something that happens every day, and the weight is typically between 100 and 150 pounds, but most often it falls within the upper range, then you want to test for that, because you don't want to injure people either. You don't want to give them jobs which they're not able to handle. So there should be some back-up by analysis.

Incidentally, if anyone challenges the job-relatedness of an examination or other testing device, the responsibility to prove job-relatedness is on the accused. So if you went to interview for a job and were told you have to lift 140 pounds, and you know a little bit about the job, and you challenge in court or by filing a complaint, it would be the agency's responsibility to prove that 140-pound weightlifting was needed.

If, after questioning, you felt the question was still unfair, I would contact the Fair Employment Practices Commission about it.

Question

Why is age not covered in these guidelines?

Ms. Kline

Age is not specifically covered under the act. The only thing you can use there is job-relatedness again. A lot of times the date of birth is asked in order to establish whether or not an individual is eligible, because many jurisdictions have rules that they cannot hire anyone who is less than a year away from mandatory retirement. We usually ask that they only ask for the information upon appointment, that no one be restricted from competing because of their age. Then if there's a legitimate reason not to hire them because of their in-one-year retirement, they can find that out at the time they select the person. It seems like a costly thing, but that individual should not be denied the right to compete.

Again, it's unfortunate that the question of age is not covered. There is, within the Wage and Hour Laws of the Department of Labor, some kind of guidelines on age, but I'm not familiar with those, because they don't fall under the standards, and they are not mentioned in the EEO Act.

Surprisingly, a lot of the problems we find are not only with hiring older people, but with hiring younger people. Some jurisdictions have an 18-year old minimum age. Their defense is, "Well, we don't want to encourage kids to drop out of school." We usually tell them that they should be able to work up a better defense than that, because some kids are forced to drop out of school, and yet they're being denied employment for non-job-related reasons. They're able to do the job at 17 1/2, but they're not eligible to be hired.

Some restrictions have recently fallen. The Penal Code of California, I believe, had a requirement that no one under the age of 21 would be allowed to carry a weapon in the performance of their duties. Now, the age of majority has dropped to 18; this is being explored further to find out whether or not to revise the Penal Code. I think Merced County has a 19-year old deputy sheriff.

Question

What about height requirements?

Ms. Kline

In some jurisdictions there is a minimum height for policemen and firemen. It eliminates a lot of Orientals; but who fights fires in Tokyo? That's one of the other projects of the Selection Consulting Center. When it finishes with the written examination, it will develop the height and weight standards.

Los Angeles County did a study on this and found, or said they found, that those officers that were just 5 foot 8, or slightly over, as opposed to the big fellas, had more arrest resistances, officer-needs-help calls, and this kind of thing. But height and weight standards have not been proven.

Just recently there was a case over in Oakland of a woman who was denied promotional opportunities to a sergeant's position because of her height. She said it was

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discrimination against her as a woman. The Board said, "No, there are women who meet the height requirements." It didn't consider the question of whether or not the height requirement was valid.

Jurisdictions vary greatly. You'll find everything from 5 foot 4, all the way up to 6 foot 3. One jurisdiction told me the reason they set their standard was because, "We had this really neat class of cadets, see, and the shortest one was 5 foot 6, so that's our new standard." Most authorities argue the need for physical presence on the job, but it's yet to be proven.

Ms. O'Donnell

I'm wondering how you handle the recruiting part of the program. How can you really be aware of whether groups are actively or correctly recruiting? It does seem to be a harder thing than watching an exam.

Ms. Kline

We check to see how the organizations advertise open positions. Where do they post their announcements? Who's on their mailing lists? Are they sending job opening ads only to departments of their own organization, or are they sending them out to community groups? Are they getting in touch with veterans organizations?

We've found some interesting techniques in recruitment. Some jurisdictions that have large Mexican American and Black populations take their announcements out to gathering places in the community, like supermarkets, churches, etc. Some organizations try to hire minority recruiters to go into the community and literally drag people in off the street that they think might be qualified, and tell them how to apply and how to handle an interview. We ask them direct questions: What are you doing? What are the results? We try to make sure there is a provision in the recruiting plan for assessing the results. Some jurisdictions are putting on the application, "Where did you hear about this job?", to find out if they're advertising effectively.

Question

Are you familiar with the Civil Service rule of one or rule of three? Do you have any information on how the rule of three is applied, and whether it's to the advantage or disadvantage of minorities?

Ms. Kline

That's a question also that's rooted in a lot of emotionalism and a lot of false assumptions. In the federal program that we administer, the standards say that selection must be from among the most highly qualified eligibles, which means that the eligibles must be ranked in relation to one another. Now, a lot of jurisdictions use a rule of numbers. San Francisco uses the rule of one. In other words, the top person on the eligible list, the one with the highest test score, gets the job. This would be fine, if the test were absolutely valid. That rule is protected by a lot of labor organizations. A rule of three selects from among the top 3 candidates. Again, it assumes that the test is reasonably valid. It does give you a little more leeway, because you have 3 people from which to choose.

It probably works to the disadvantage of minority groups and some women because of lack of educational background. Some jurisdictions use a rule of the list, as it's called, which means that everybody on the list is certified, and that the hiring authority can hire anybody on the list. This does not meet the standards, because selection is not from among the most highly qualified.

There have been some interesting innovations in that area. Some cities have developed what they call certification by rank. The top score - 100, 99 and 98 are certified. Everybody who gets that score is eligible. There is also certification by rule of the standard deviation of the instrument. This means that everybody in the first 3 scores is certified. Then, say the instrument had been tested and was

found to be valid within 2 points, so that someone who received a 96 was essentially no different, as far as qualification, from someone who received a 98. So everyone who got 96 and 95 would be certified too.

Another method is to rank in 3 categories: A) highly qualified, B) well qualified, and C) qualified - in other words, people meeting the minimum requirements, but whose chance of success is perhaps not as high as the first 2 levels. Everybody in the highly qualified group is considered equal for purposes of job placement. The next group is certified when the first group is exhausted.

I think the main thing to think about when talking about certification rules is to make it clear to supervisors and employment officials that they have the responsibility for the implementation of Affirmative Action plans, and they are to judge people solely on their qualifications, and that they must justify their reasons for not hiring each person.

Hopefully, test validation will eliminate the discriminatory effect of these rules, because once the test is job-related, then if the individual isn't among the highly qualified, then you have every right in the world not to select them.

The idea is not to choose one minority over another minority, but to choose the person who is best qualified for the job. If there is a quota, unless it's been imposed by a court, our feeling is that it violates the Civil Rights Act, because it does not provide equal employment opportunity for all persons.

If the court has imposed quotas because of past discrimination, it states what the criteria will be - for example, one black or one minority for every 10 non-minority. In the case of Los Angeles County, I believe, the court order says that minorities will be hired at the rate of one per two, until the minority make-up of the fire department is equal to the proportion of minorities in the population. So when there is a quota order, the method for reaching the quota is set also. If there is no quota system, then any organization that selects on the basis of race or sex is violating the law.

We study the composition of oral panels and make minority or female panel members, or panel members who are subject matter experts a required part of that composition. Hopefully, every panel should be composed of an individual who is well versed in the qualifications of the job, someone who is well versed in the ability to relate to more than one culture or more than one language. Often it's a good idea to include someone bilingual, especially in California a Spanish speaking person, on panels, so if a language difficulty occurs, that person is there to facilitate things. If it's a panel composed of all white, middle class individuals, but the applicant population is of diverse cultural background, then the organization has been lax in setting up their panel.

Question

How do you fight it?

Ms. Kline

If you're in the position of working with the people who set up the panels, you dig in your heels and say, "Look, we have a responsibility, and if anyone ever challenges us, it's going to be up to us to prove that we didn't discriminate. They don't have to prove that we did; we have to prove that we didn't."

You can also use selective certification on job-related factors, such as language. If you have an opening in a library in a Chinese community, you can ordinarily justify going directly to someone with a Chinese language ability on the list and by-pass all others.

Question

What is the specific time lag between filing a complaint and action?

Ms. Kline

The Equal Employment Opportunity Commission has a 50,000 case backlog, which means 2 years' wait. I have no defense for that. It's just a fact of life. The Commission is hiring attorneys as fast as they can whip them out of law school, but because of the new laws and recent coverage of governmental institutions by the Equal Employment Opportunity Act, there has been a flood of complaints. In order to do the investigation, in order to go through conciliation procedures (in other words, trying to keep the issue out of court and resolve it at a more informal level), each complaint is a time-consuming process.

There have been significant back pay awards recently. So a lot of jurisdictions are trying to improve, because they don't want to get stuck with a big back pay award. Ordinarily the back pay extends to the time of the discriminatory act, so a lot of them are really making efforts to speed Affirmative Action plans through. That's the only positive thing on that side of the question.

OK, thank you very much. If anyone has any question or wants some more information, the U.S. Civil Service Commission is at 450 Golden Gate, so feel free to contact us.

FINDING A SECOND CAREER

Richard Nelson Bolles

Peggy O'Donnell

Our next speaker is the author of the book, *What Color Is Your Parachute?* I enjoyed the book for 2 reasons - its strong emphasis on mid-career changes, and how to do it; and the fact that Mr. Bolles makes so many references to libraries and how useful they can be to the job seeker. So I was delighted he was available to speak to us today.

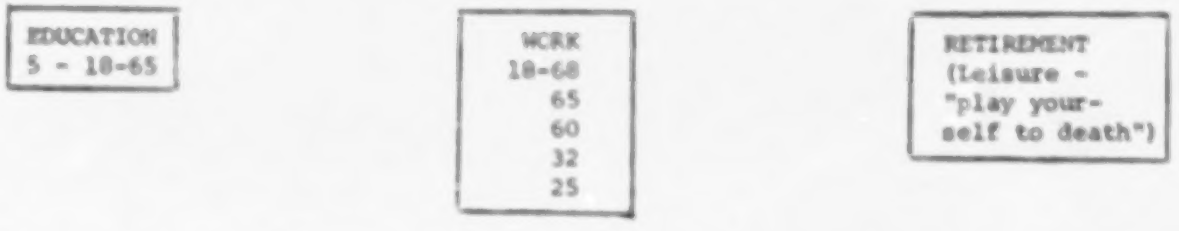
Mr. Bolles

I've attended most of this conference, because I'm always fascinated by what people are saying about this whole field. Every time I've ever given a talk on this subject, it usually runs twice as long as the hour that is set. So I am going to be covering the topic quickly. I also resent the fact that we can't have more dialogue, because this is more useful that just my getting up and dropping a vast amount of information on top of your heads.

You might want to meditate upon that list up on the blackboard. Those are the standard types of occupations (I'm going to say a great deal about the un-standard type) that we predict librarians will go into if they leave librarianship. The one I left off, because I thought no one in the room would possibly be interested in it, is politician, until someone came up to me and said that that was one of the alternative occupations they were interested in. That should have been on the list. You might try to figure out what is the common denominator, because there is one. It will be pointed out at the end of the hour.

Your primary source, if you ever need to know information about this field, is the name that's up there in green. Much of what I'm going to tell you is not written down anywhere. There would be no sense in my being here if I could just hand you it all written out. So I'm trying to tell you things that you won't find elsewhere. It is the one place in America that tries to be a switchboard for all the information about the world of work. Therefore, you will not be surprised to know that *Work in America* was produced by them. It was, in fact, the Upjohn Institute that HEW turned to for this study. [Upjohn Institute for Employment Research, 1101 17th St., N.W., Washington, D.C. 20036]

I think the most useful thing I can do in the hour is to discuss criteria by which you can evaluate how useful materials in this field may be. All materials on the world of work today are trying to deal with this basic problem, which *Work in America* is trying to deal with also, and that is the fact that life has become almost 3 boxes. The first box is called "Education," and you're in that from 5 until 18 or somewhere up to 65. Then there's the "World of Work," and you're in that from whenever you get out of the first box until you get to "Retirement," which is the third box. [See diagram]



Education is a box, because if you take the 3 segments - work, leisure and learning - you'll notice that during the time that you're in the educational segment of your life, it becomes a box to the degree that you are told, "Don't try to go to work; there will be time enough for that. Don't spend too much time on leisure. Your function during this period of your life is to study, is to learn everything you can." Then

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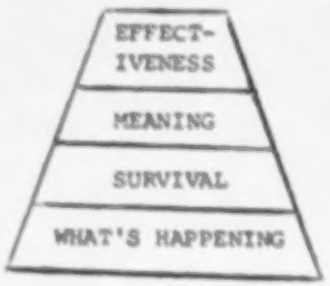
you go onto the next segment, and in the next segment you're told, "Now you can work yourself to death; please don't spend too much time on leisure, unless it's just to recoup your batteries so you can go back and kill yourself working again. As far as learning is concerned, a little bit of that is alright, but it's got to be job-related." Then in retirement you're told, "OK, please get out of the labor market; you're blocking the path. As far as leisure is concerned, now you can play yourself to death." As far as learning - well, it's just beginning to be fashionable to see someone over 60 on a college campus or using library facilities just to expand the horizon of his mind.

All the agony about the world of work today and the trend toward mid-career change grew out of people's protests against these 3 boxes of life. They are saying, "Is it not possible for us to construct a life for ourselves which blends work, leisure and learning all our lives, and enables us to go in and out of work, the universal sabbatical that was talked about both yesterday and today?" Incidentally, I'm one of the few people who takes that seriously, because I'm going on a sabbatical in October.

All material in this field tends to divide into 4 segments, and this is true of life. There are 4 issues that people are wrestling with when they're talking about the world of work, their jobs, what it is they're going to do with their life, life planning, long-range planning, and so forth. (see diagram) I put these in a pyramid, because in some sense you have to resolve the problem on one level before you can go on and resolve the next level. The level, after what's happening, is survival. The level after that is meaning, or what is it all about, and what am I here for? The final level is effectiveness.



The interesting thing that was commented on earlier is that there are a lot of countries (and some parts of America) where the whole issue in the world of work is pure survival. These people are not interested in manuals on the job hunt. They want to know, "Where can I get the bread; where can I get it fast?" The whole counter culture has not only made survival an issue, but almost a way of life in the sense of saying, "Well, if we stay at this level, we can do a lot of creative things that we can't when we try to get up to here."

The point I'm trying to make is, if you're talking to an individual job hunter, you need to be listening hard to whether s/he is thinking about what's happening in life today, the first level in the whole question of work, or is the issue survival - "How can I just get work; or how can I make subsistance a way of life?" - or is the issue, "I'm trying to find more meaning for my life," or is it, "I really know what I'm about, but I don't have any way to measure how effective I'm being." These are the things you should be listening for.

Now, what is it, or how large is this job seeking clientele? The statistics that authorities trust the most show that the average person hunts for a job in America once every 3 years.. Now, you know how many professionals stay in their field for a long time, so you have to balance that out against other people who change jobs every 2 months. The U.S. Employment Service did a placement survey in the Bay Area and discovered that of the few people that had placed in jobs, 57% of these people were not in that job one month later. Now, that says something about the placement of the U.S. Employment Service, but it also says something about what's happening with work in America today. There are 4+ million people that the government will admit are unemployed in any given month. You can be sure that that figure has to be multiplied probably by 3, so there are closer to 12 million people unemployed right now.

The statistics on unemployment put out each month by the government is a purely political figure. 53,500 households are questioned according to a very careful sampling technique. People are classified as workers or non-workers, according to the criteria the government has established. For example, if you have any remuneration whatsoever, even for one hour of work, and you're collecting $2 a week, you are employed.

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If you're getting a little discouraged, and you haven't looked for work in the past 4 or 6 weeks, you have dropped out of the labor force and won't be counted. So anybody who knows anything about the unemployment statistics can tell you confidently that there are at least 3 times as many people unemployed as the government will admit.

Four out of five people change careers during their lifetime, so if you're sitting here thinking dark thoughts about your own vocation, you are in a large majority. These people, by and large, are not going to come into the library, because it doesn't even occur to them that there are any resources that can help them. Most people fall into the job hunt and learn later. Some turn to experts. There are a lot of people who think they are experts in this field, because they have practiced it badly for so long.

I use a parable often in speaking on this subject, a parable of 2 people driving down Post Street. They see a green light ahead. The driver of the first car says to himself, "I'll bet that light is going to stay green long enough for me to get across that intersection." So he steps on the pedal a little bit and zooms across the intersection, just as it changes to red behind him, and he says, "Aha! I was right." The driver of the second car says, "I think that light is going to change to red before I get there," and, of course, takes his foot off the gas pedal and starts gently to pump his brake, and the light turns to red, and he says, "Aha! I was right." That's what's happened to most of the experts in this field. They have ample data for what it is that they believe, but the trouble is, their preconceptions have corrupted their data. So you've got to be an expert yourself and not rely on anyone else.

You as a librarian ought to know a great deal about this field, not only because it may affect your own plans for your own future, but because there is so much misinformation about this field, and you as an information specialist should certainly be able to help straighten people out.

All materials in this field can be classified into 2 areas. They're either dealing with systemic approaches to the problems of the job hunt and career change, or they're dealing with how do you approach the individual. You've heard 2 classic examples of the systemic approach this morning, first *Work in America* which recommends that business and industry should go about restructuring jobs in a way that the workers will achieve job satisfaction, and the Civil Service Commission's attempts in this area. I'm always amused when I hear from our bureaucracy, because the people there are very good-willed, but they do not understand that the systemic resistances to change are so vast and so entrenched that it's almost impossible to get at them.

If you look at materials on the job hunt or career change, ask yourself first of all, "Are these materials proposing a systemic change?" There is a need for those materials. As I said, *Work in America* would be your classic on that, and there are a number of others. Or, "Do these materials deal with how you can help a person go about the job hunt?"

Those materials, in turn, break down into 2 basic categories. If we're talking first of all about the job hunt, there are 2 basic families of books. The first deals with what I call the numbers game. This is based on a whole employment system with which everyone in this room is totally familiar. The numbers game depends upon classified ads. It deals also with private employment agencies. Books that deal with ads, agencies, retraining and using personnel departments are in this category. Books that discuss clearinghouses, registers and resumes are in that field. These books are all based on the concept that there are only 2 ways to get a job - by having credentials or by having experience. There is a third way of getting a job. The third covers the job hunter who sees herself as a researcher. You may perceive why this is a natural for librarians.

There are a number of reasons why I'm not terribly fond of books on job hunting strategies. The first and primary reason is, it doesn't work. According to every study, these methods never produce jobs for more than 20% of the people who use them, and the statistic may go down to 5% or 4%. People who follow this system sometimes end up with a job, but the greatest danger is that they wind up underemployed. At least 80% of the people in our country are supposed to be underemployed. People who put their complete trust either in a systemic change and sit waiting for it, or people

who put their trust completely in the job hunting techniques are going to have trouble, particularly if they're trying to change careers. Since it's credentials and experience that get you a job in this system if you're trying to change careers, either you're going to have to go back to college and get all the credentials you need, or you have to be able to allege experience. So the traditional job hunting system works very poorly at best for mid-career changers.

I'll just deal with resumes for a moment, since we all know and love that method. The theory of resumes is that if you send out 100, you'll get one to two invitations to come in for an interview. Sometimes people send out 700 or 800 resumes without getting one invitation to come in for an interview. Then they think something's wrong with them, because they've been told this system works.

A major problem with traditional job hunting methods is that, though there are 2 million job vacancies somewhere in the U.S. in any given month, 80% of them are not advertised anywhere, and this whole system depends upon their being advertised. Consequently, this whole system is just dealing with part of the job market that advertises. The problem is, how do you deal with the rest of it? Good news: There is a way, and tailor made for librarians. It also works very well for the rest of the country.

All books on the job hunt and on mid-career change things can be divided into 2 basic types. The second type of job hunting strategies, and therefore, of mid-career change strategies, urges the individual to become a researcher. It started from a very simple premise. Upjohn Institute produced the only book in the country on this type of job hunt process, until I wrote mine, called *The Job Hunt*. Now, what they did was study blue collar workers in a manufacturing town. They asked the question, "What follow-up have you done with these people?" You see, the brilliant thing about the people who use this first strategy of job hunting techniques or write books about that subject is they will rarely mention follow-up, because they don't dare look at what happened to the people. We have done follow-up with this second method. In fact, we found one agency that has practiced this method for 13 years and has a complete file on what has happened to every single person they've handled. The method worked 86% of the time. This method proved that a face-to-face interview between employer and potential employee was the best way of getting a job. This second method was devised by a creative minority. Different people around the country - from Austin, Texas; McLean, Virginia; Washington, D.C. - all seem to hit on this method about the same time, around 1960. They decided that job hunters should be told to do a lot of homework about themselves, and about the employer before this face-to-face meeting took place. And that's the whole method in a nutshell.

Now, it has 3 parts to it. First, you must know what you want to do. The idea of hanging loose and sort of seeing what's going on, and "I'll take what's available," is a very bad strategy. You must know what you want to do. Then you must know where you want to do it. Finally, you must identify the person who has the power to hire for the job you want and show her how your skills can help her with her problems. Or, as John Kennedy said, "The trouble with so much job hunting is that people go in asking what the organization can do for them" - like, "What kind of a vacation schedule do you have?" - instead of telling what they can do for the organization. This method works, because it's based on intelligent self-interest on the part of both the job hunter and the employer. I have any number of stories I could tell you. I've rationed myself to three.

One is of a young man, 22 years old, who noticed that the County Mental Health Association in one of the counties of Virginia was opening up a store front Mental Health Association. So he decided to apply for a job. He went to the personnel department, which, as I said earlier today, is a no-no, and he applied for the job. Well, you know the questions he was asked: "What credentials do you have? Do you have a masters in social work? What experience have you had in doing this sort of thing?" He was turned down out of hand. Then he tried the second method of job hunting that I described to you, and he went back. Now he knew enough to stay away from the Personnel Department. He went up to see the president of the County Mental Health Association.

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He got past the secretary by telling her the most devastating of all things that a secretary can hear. He said, "I have made a thorough study of your organization, and I have found a problem that is going to kill your rapport with the whole county unless I tell your president about it." This is a true story. He got in. The head of the County Mental Health Association asked what kind of study he had done, and he told him, "I've gone around to talk to people; I've read your annual report. Your problem is that you deal with people with drug addiction problems, but most of your services to the 16-24 set insist they be a problem first. In fact, if they want some attention from you which they're not getting from their family or elsewhere, you almost demand that they become a problem before you are willing to deal with them. What I would recommend is that you take one of those new store fronts that you're about to open up and make it a facility run by the young people, and let it be a place that says the County Mental Health Association cares about us, regardless of whether we have problems or not." The president said, "That's an excellent suggestion; let me think about it." He called him up 2 days later, and he said, "Would you be willing to run such a place for us?" So he was hired for the very job the personnel department had turned him down for.

I can tell you quite a few stories like this. If you know what you want to do, if you know where you want to do it, and if you identify the person who has the power to hire and can interpret your skills in terms of his problem, this method works fantastically well.

Another young man decided that his great interest was the environment. He worked through the steps I outlined today. Now he is the head of the Government Environmental Council for the State of Virginia, which is a model state facility that's really working to clean up the environment on a systemic approach. He got this job as head of the whole Environmental Council only 4 years after he left college.

A clergyman who used this method had never in his life worked for a railroad, but railroads were his great fascination. He had studied them since he was 5 years old. He read every railroad magazine that had ever been published. He decided he really wanted to do something about the railroads in this country. So, having no experience whatsoever, he wrote down what he thought was wrong with railroads in this country. As a result, 2 railroad companies invited him to come and give a talk. Finally, every major railroad in the country asked him to come and make his presentation, and he is today a consultant to the railroad, though he had never worked for the railroad in his life. Now, if he had used the first job hunting method, you see, he would have been torpedoed before he even got off the ground, because they would have asked him what experience he had or what credentials he had, and he would have died an early death in the interviewing room. The reason it worked so well was that he had given it some thought. It was his enthusiasm. He knew what he wanted to do. It wasn't that hard to identify the organization that needed his help, and it wasn't that hard to show them how his skills could help them with their problem.

Among materials on this job hunting process, a good one is *Go Hire Yourself an Employer* by Richard Irish, which is relatively new. There is no limit to what you can do with this method. I have never heard anyone describe a career or an occupation that he wanted to do, that if he sat down and carefully worked it through this method, that he didn't wind up getting the job. The more you define what it is you want to do, the easier it is to find the job. The vaguer you are, the harder it is to find a job.

Here are the 2 million jobs in America. Now, you can use a scattergun technique to try to hit all of those, and that's why the resume was invented. But suppose you narrow it down. How? Well, first of all, you can decide on the geographical area where you want to work. That crosses out a lot of other places that you don't need to investigate. Now, then you have to decide which type of organizations within that geographical area you would like to work in. Then you have to decide more particularly what kind of ambiance or environment you want that orgnaization to have. That narrows it down further. In other words, the more that you can use your own personal value system, your own personal interests to narrow down the places where you want to work, the less places you have to research. You can then concentrate your research on those

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particular places. Incidentally, if you ever research a particular place, and you don't know who has the power to hire for the job you would be interested in, always go to the top, because he can refer you on down, if necessary. If you start too far down on the totem pole, you will rarely be referred up.

How do you research a company? Well, one man wanted to work for a soap manufacturing company where he could do work he was trained for, and where he could also have a company airplane to fly, because he was a part-time pilot. Well, it isn't that hard to research how many places in San Francisco make soap and have a company airplane. You can just start with the airport, or you could start with a list of the soap companies, but it isn't that hard. He narrowed it down to 3 possible places. Then he researched them very thoroughly, using all the business materials that you are well aware of, I'm sure. I have a list of some of these resources in Chapter 6 in my book. I have mentioned librarians very favorably many times in my book, because I think you are the key to helping a lot of people through this process. As the second methodology of job hunting becomes better known in this country, you'll find more and more people turning to you and asking, "How do I research an organization?"

Every job in our society is an answer to some need in society. You may think there aren't enough widgets in society, or you may think there isn't enough information. You may find there is a social need that needs to be dealt with. You may want to practice a craft. Every job answers a need, and the problem is to find someone who agrees with you and is willing to help pay to see that that need is met.

Now, how do you develop the skills you need? Skills, you see, really have 3 basic levels. When you first start to learn a skill, it is hard, and it looks hard. We've all been in restaurants where it's obvious that the young girl or man is brand new. They're fumbling all over the place trying to do their work. The second stage of skill learning occurs when you still think it's hard, but people are beginning to congratulate you on how easy it looks. The third stage arrives when you feel like you've been practicing this skill all your life. It looks easy; it feels easy.

Literature in this field tends to concentrate on talent rather than skills, but talents never go through this process, since you are born with them. A talent is something you have always been able to do well. The trouble is, most of us have had no feedback about our talents. We assume if it's easy for us, it must be easy for everyone. It doesn't even occur to us that it's a talent. When we work with people on the job process I've described, we find again and again the things that they do the best and enjoy the most are the hardest things for them to articulate. They aren't conscious of these talents, because they have always been able to do them well. They have no memory of working through the skills level.

There is a simple process that can help pinpoint your talents. You sit down, and you write a diary of your life. Let's call it an autobiography. The autobiography is double spaced, and is at least 100 pages long. Now, it's work, people. If you don't want to work, you deserve the job you get. The purpose of this diary is to help you discover your talents. It works only if you do it in this detail. The testing that we send people over to UC Berkeley for is very expert within the parameters set, but testing cannot, by its very nature, replace this deep kind of intensive self-searching. This is something the individuals must do for themselves. Write an autobiographical description of everything you've ever done in the world of work, and when you come to parts of a job that you have really enjoyed, wax elegant. Go on for pages, if you need to, so that the length of time that you spend on your different things in the world of work is commensurate with the amount of enthusiasm you feel for it.

You're looking for your accomplishments. These are the activities and accomplishments that mean the most to you - things that gave you a sense of satisfaction, even if no one else realized it. That's why I say leave the double space, so you can go back and add activities in the spaces between the lines. When you've finished your autobiography, go back over it and ask, "What skills was I using on this job?" There is no good book on skills available, but I hope there will be by the end of the year. HEW has funded me to produce one.

I'm a clergyman, and I'm paid by 10 deonominations to help people with their career development in 9 Western states. I'm not supposed to be writing books. I'm supposed

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to be leading workshops and conferences for any group in the country that wants to call upon us for help. We work with the State Department, HEW, the Institute of Electronics and Electrical Engineers, and many social change organizations around the country, but I get so frustrated with the lack of material. The opening line in *God's Own Junkyard* describes my feelings: "This book wasn't written in anger. It was written in seething fury." That's the way I feel about the whole job hunting system in our country. I think it needs to be challenged and overturned, because it's so bad.

Now I come to my final point, which is about jobs as people environment. Typologies are to be resisted, because typologies do not take into consideration the uniqueness of each individual, but if you're going to change careers, the first thing you want to decide is, "What is it that I want to do?" You have to decide what it is that you can do and do well, and enjoy doing. That is the whole purpose of the diary. Then you have to decide what your primary organizational targets are. That is to say, what is it that you want to set your skills to helping with. Since you have skills that are completely transferrable, you do not need to go back to college to get new ones. Credentials and experience are the things invented by the system to keep people from doing the things they most enjoy doing.

A brilliant man named John Holland came up with a typology that helps you put your skills to use in the best place. He was the most quoted vocational theorist in the country last year, judging by the number of footnotes in other people's papers that refer back to him. He said, "Everything is a people environment." Everybody works with people, but the question is, what kind of people do you want to be surrounded by? He came up with 6 typologies. [See list on next page] I asked him how he invented these typologies, and he said, "I used to be an interviewer for the Veterans Administration, and I found my pencil running down the page ahead of the interviewee. After awhile I found I could predict his answers to certain things. Why would I know, when I was dealing with a man of a certain profession, when I asked him his hobbies, he'd say hunting and fishing?" He said, "But I got so that I did know that, and I began to ask myself why."

Out of his researches came these 6 typologies, none of which are pure. If you think typologies might be a useful way of beginning to think about the problem, I'll describe it. The first type is what he calls "realistic," people who deal primarily with inanimate objects or animals. They prefer a vocation that allows them to work with these. The second type, "investigative," are people who like to think and analyze problems. "Artistic" are people whose competency is in working with the ambiguous and unstructured - art, music, writing, acting and such like. The fourth type he calls "social." These are people who like to be with people, like to be helping people in kinds of peer relationships. Five is "enterprising" - people who like to work with people, but more to persuade them and manipulate them for various ends. The sixth type is "conventional," people who love to work with data, arranging and organizing it.

Now, very rarely does any person develop just one of these sets of competencies. Most of us have developed 2, 3 or 4. But Holland says you can describe people in terms of their primary competencies. From this you can describe the environment in which they prefer to be, because it turns out, to nobody's surprise, that if you have certain competencies, you prefer to be surrounded by people whose interests lie in the same general sphere.

I know a clergyman, for example, whose people environment is SAI. That is to say, he's very socially minded, likes to be with peers, very artistic (this is the writing component, preaching and so on), and investigative (this is the analytical, the counseling component, the theological component and so on). Now, if such a clergyman with these competencies, gets in an engineering congregation where people are basically REC - that is to say, people who basically like to work with objects for the good of the organization by putting data into different piles, he will be very unhappy in his people environment.

A lot of job dissatisfaction is related to the people environment you're in versus the people environment you would prefer to be in. The clue to this list [see next page]

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is the people environment. You can predict other occupations that would be suitable for you as librarians by determining your people environments and looking into other professions in this environment. You need to know the kind of people you'd like to work with, and how that environment relates to your competencies and skills.

The librarian's code is not too surprisingly SAI, which happens to be why I enjoy being with you people, because that's also the code for the clergyman, in different order, but as you can see, each group has professions that fall into that environment. So if you are considering a change, decide which is your environment.

John Holland, of Johns Hopkins, the "father" of this concept, distinguishes six basic people-environments:

(1) Realistic-type people: who prefer to work with objects, tools, machines or animals. (R) for short.
(2) Investigative-type people: who prefer creative investigation of physical, biological or cultural phenomena. (I)
(3) Artistic-type people: who prefer free, ambiguous, unsystematized activities. (A)
(4) Social-type people: who prefer activities with other people that involve informing, training, developing, curing or enlightening. (S)
(5) Enterprising-type people: who prefer activities that entail the manipulation of others to attain organization goals or economic gain. (E)
(6) Conventional-type people: who prefer activities that involve the systematic manipulation of data. (C)

Holland says most jobs can be described in terms of three types of people, or three people-environments. (Few jobs are so "pure" that the doers thereof are surrounded by only one kind of people.)

The Holland "code" (or people-environment) for librarians is (typically) SAI - which is to say, librarians are themselves social, artistic and investigative - and prefer to be surrounded by those three people-environments.

If and when people change careers, it is argued that they tend to look for the same people-environment, though perhaps in a different order of priority. For librarians, such suggestions would be as follows:

SAI - e.g. elementary teacher, speech and hearing clinician, etc.
SIA - e.g. social scientist, rehab counselor, group worker
ASI - e.g. art teacher, musician, literature teacher
AIS - writer, editor, radio program writer, critic, reviewer
ISA - e.g. psychologist
IAS - e.g. economist

Whatever you do about career change, I hope you will get this book by Holland. It's called *Making Vocational Choices*. He not only has a description of the people environments, but a test in the back of the book by which people can find out what are the people environments they prefer. It's a very good book, published by Prentice-Hall, and it's $4.95.

There is a pamphlet that describes the 2 basic job hunting strategies called "Take Heart." It is available from Forward Movement Publications, 412 Sycamore Street, Cincinnati, Ohio 45202. The pamphlet is 15¢.

The list I prepared for you on career changes for librarians can be used on the job. If you're working with a high school student who says, "I think I'd like to be a librarian, what else might I like to be?", this list is a very useful device, because it describes some of the alternatives that will provide the same kind of people environment. It's the people that we're working with that determine how much we like the job. The work we do is also important, but I've already talked to you about how you begin to identify what that is.

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PEOPLE WORKING FULL TIME FOR SOCIAL CHANGE

Carlie Numi and Paul Bernstein

Peggy O'Donnell

I think many of you know Vocations for Social Change. If you didn't know it before, you certainly heard about it when their issue on libraries came out. I think it's really a fine issue. It's going to be reprinted, because there have been so many requests for that issue on libraries. Their magazine, *Workforce*, has certainly been important to us in BARC. Actually, VSC started about the same time BARC did. *Workforce* has been a real help to us in reference, *Synergy*, and in planning workshops. It helped us find groups of people who were into alternatives and involved in some kind of social change. I found it very useful. Paul and Carlie are here to tell us about Vocations for Social Change and *Workforce*.

Mr. Bernstein

What we'd like to talk about today is work. Approximately 1/3 of our daily time is spent working. We'd like to talk about how that time could be used as a force for social change. That's what we've been about for 6 years.

We started as a project of a few people who wanted to get out information on ways of working full time for social change. It started back in 1967, when the peace movement was in its peak. There were very few opportunities for people to work full time in the peace movement, and receive even subsistance compensation for it. So VSC started as a job sheet essentially, publicizing opportunities open to people who wanted to work full time for social change in organizations that could offer a certain amount of subsistance pay.

As time went on, it became pretty apparent that there weren't enough social change organizations to employ people who wanted to work for them. So the emphasis shifted to groups and people interested in starting new projects. *Workforce* at that time was called *Vocations for Social Change*. It started carrying information about groups who were doing social change full time that were willing to help other people get similar projects started in their own communities.

Our resource section listed 300 social action groups and individuals. Though the magazine continued to carry job information, these have decreased over the years, and the resource section has grown.

In 1971, we started our article section to somehow stimulate people to organize for social change. These articles describe how other groups started their projects. I think we feel it is our most important section now.

Every issue has a different theme. Our latest is on research. It describes how research is used as an organizing tool in the community to promote social change. The next issue is on youth liberation, and it will cover ways in which young people are organizing to change discriminatory laws, to change their school systems and alternatives, such as help centers and half-way houses. We plan an article on a youth alternative system that is trying to get at the roots of young people's problems, rather than just deal with the symptoms.

What we try to do in every issue is get articles that will explain how to start projects, how to get funding, with information on the personal hassles that occur in setting up these projects - really good how-to-do-it information.

That covers the history of the magazine. Besides collecting information for the magazine, we travel around the country and speak a lot on campuses. We hold community meetings. We try to get people interested in working full time for social change. We also answer a lot of mail. Because we are a national clearinghouse and publicized as such, people write to us from all over the country saying, "Please help me find my social change job." We respond by asking what a person is doing at his or her present job. Does he want to stay in that field? What possibilities does she see in implementing social change in that field? If, by chance, we've done an issue on that area, we'll send it and try to refer the person to resources that we know in that field that can help in the search.

We plan to do job counselling at our new store front. We used to be in Canyon, which is a semi-rural community east of the Oakland Hills. Now we're in Oakland. We're in a store front office which we're sharing with a group called People's Energy, which is a local resource information center for the East Bay. We're hoping to develop drop-in counselling and community workshops on organizing for change in your community and at your job.

Ms. Numi

Usually we talk to much smaller groups, and we try to have discussions. So I would like to get questions from the floor, so I'll be sure to talk about things you're interested in.

Question

How are you funded?

Mr. Bernstein

We subsist entirely on donations from *Workforce*. We manage to raise about $35,000 a year through distribution of *Workforce* nationally. At this time our staff is in flux, but this has supported up to 10 people in a living/working situation. We are now exploring distribution methods. We are trying to get more subscriptions from libraries.

When we started, because we were a non-profit educational organization, we thought we could not charge a specific price for our publication. So when a library, for example, found out about us and wrote in, we'd say, "Well, we'd appreciate a donation of $10 a year," and we'd get letters back saying, "We don't understand 'appreciate donations;' need a subscription price." So we started to say, "We need a subscription price of $10 a year." Now we have about 700 subscriptions from libraries, counselling centers and job placement offices at universities. Probably about 1/4 of our mailing list is institutions that support us regularly. We also ask for donations from groups.

Ms. O'Donnell

Do you have any government funding or private funding?

Mr. Bernstein

No. We've never gone that route. It was started by sort of grassroot individuals who had some money. We've tried to avoid government funding because of all the hassles involved. So far, we have not had to turn to that as a possibility, and we have no plans to do so.

Question

How much is your fee for speaking to groups?

Mr. Bernstein

Well, we get honorariums of anywhere from $50 to $100. We do not have any set fee, but that's what we suggest as a donation, if possible.

Ms. Numi

It depends on transportation and travel costs. We're also flexible in terms of subscriptions to *Workforce*. If somebody writes to us and says, "I don't have any money," such as prisoners and G.I.'s, we will put them on the free mailing list.

Question

Has there been a decrease in social change jobs?

Mr. Bernstein

The alternative job market has declined - free schools, free clinics, food cooperatives, underground papers. There was more money available in the late 60's. Projects got started through grants, through street sales. There's also been a change in the

attitudes of a lot of people involved in social change. The alternative institution is not looked upon as the be all/end all any more. It's the consensus of the people we talk to at the office that there's only so far you can go as an alternative institution, because you're still in society. You're still dependant upon society for goods and services. You'll have to face up to that reality. You can only be an alternative up to a certain point.

Now we're trying to address ourselves to the work place and the people involved in the day-to-day mainstream jobs, who want to do something to change their job situation, gain a little more control to promote change. Our idea is to re-orient priorities within the working situation so that the workers have a say in what's produced, say, at a factory, or so the librarians have a say in how the library is run. For example, in the library issue we did an article on control of libraries, but we also had an article on alternative libraries.

Ms. Numi

We also discovered that finding an alternative is an option that isn't open to very many people. That's another reason for addressing ourselves to things that should reach a larger portion of society.

Question

You've probably used a lot of public libraries. At least, I hope you have. Aside from pushing *Workforce*, what do you think the public libraries could do to help people be aware that there are alternatives, or that alternatives may be available if they're just willing to go and look for them?

Ms. Numi

That is one of the things we talked about in that issue of the magazine. The first thing that comes to my mind, of course, is subscribing to a wider variety of materials that publicize that kind of thing.

Mr. Bernstein

One of the articles is titled "Liberated Librarians," based on material from librarians who had set up alternative resoruce libraries. For example, at Brooklyn College a group of librarians got together with the support of library students and some administrators, set up an alternative library. It carried resource material similar to what we have in our store front in Oakland, including all the literature that's listed in the resource section of *Workforce*. Other librarians have set up vest pocket libraries in their communities outside of the library structure, in neighborhood centers.

We also did an article on library unions and the whole idea of bringing the library more in contact with the community. Libraries have always been regarded as institutions for the intellectuals. It's been a mystifying institution for a lot of people. Now librarians are beginning to open up their resources to more of the community by putting posters up about what the library does and going beyond the normal information channels. It's amazing the type of response that is gained from the community. It's got to be an advocacy approach from your position as librarians. If you're going to get more people in your community interested, you're going to have to go out and talk with the community about what your resoruces are, and you're going to have to provide what the community wants.

Ms. O'Donnell

Do you find that there are some professions that are more into social change than others?

Mr. Bernstein

We found that in every profession, every job possibility, every occupation, there is some change going on. There are people who are disgruntled, who want to try to channel their energies - their anger and their frustration with the institution - into something constructive.

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We investigate about 3 or 4 months in advance of an issue. We try to do our issues on topics that we think are really important to publicize, topics that people don't know too much about, movements within the legal profession, the medical profession, particularly the whole new idea of paramedical and paralegal workers that's beginning to take hold. These are perhaps the most active people within those movements.

Issues coming up - youth liberation is going to press now. Then we're going to do one on the elderly, because it is an incredibly neglected area, and it's amazing how much good, really grassroots activism is going on - groups such as the Gray Panthers. We'll explore the kind of organizing that is being done by elderly people to deal with the basic survival issues.

We're going to be doing an issue on blue collar workers in January and February, which will cover on-the-line job alienation within the factories and the building and construction trades. Some of these workers are organizing for social change, dealing basically with environmental problems. Blue collar workers are paid fairly well at this point, so the main issue is no longer wages and benefits. The main issues are working conditions and environmental health hazards. I don't know how many of you were aware of the strike against Shell Oil this year. That was not a wage strike. That was an environmental health strike, the fact that Shell Oil would not tell the workers what kinds of powerful chemicals were being used in the plant. They would not let the workers monitor the amounts of chemicals in the atmosphere within the working situation. There's a tremendous amount of hazardous material that goes into petroleum refining, so the strike was a 6-months' strike for that issue. It was probably the first successful environmental strike in the country.

Ms. Numi

I think that to successfully organize around an issue, the grievance has to be real, and it has to speak to most of the people who are involved; but there are charismatic leaders, and you definitely have to have someone to verbalize it, to articulate it. Where would the Farm Workers be without Ceasar Chavez? I think in some cases the situation probably pushes someone to the fore who is able to articulate it, and if that particular person didn't exist, someone else would be there to do it.

Mr. Bernstein

When I first came on the staff of VSC, we were still pretty much talking about alternatives, and now we're directing our information much more to everyday working people. Alternatives were pretty much for college students who had that mobility and felt no need for job security. The average working person is very concerned about bills, etc. Still, I think there are more people who are really mad and angry and frustrated with their job situation now. I think the economic structure in the United States is becoming a lot clearer to people who get the shaft every time the prices increase, or every time there's a fluctuation in the money market. It's not the big corporations. It's the individuals, the workers who are not making the decisions but who are turning out the products. People who make the products are not the ones who make the decisions, and that's the inherent contradiction that we're trying to work to change.

I think there are more people now who are interested in mainstream organizing and in changing on the job. Some young radicals even make commitments to buy houses collectively in a community and organize in that community, making long-term commitments that were never part of the alternative movement.

More people now are gaining skills. I found on my trip last fall to the Southwest for VSC, that more people are going to college for a reason. They weren't going to college because Mom and Dad thought that was a good thing to do, or to have a good time, but they're making concrete decisions about their skills and about the areas they want to work in for change. They feel that if we're going to work for change in our society, we're going to have to have some sort of position of power. And that could be an actual power position in a corporation, or it could be a skill. Skills can be used as power.

Question

Do you do any actual job placements?

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Ms. Numi

The People's Energy in the office are working on that. I know that we are going to have to have something in the way of a job reference file, because we have lots of people who come in who need money or who want to apply for a job. We would also like to set up rap groups for people who want to talk about their work, the changes they want to make, and to think about their job in terms of the society they live in. At this point, we also need to build up our staff in order to have the energy to do this. We still have a commitment to get the magazine out every 2 months. The mail takes a lot of time too. We need 4 more people to increase our services.

Mr. Bernstein

I'd like to say one thing about libraries and the need for access to information. Much of the media in this country is controlled by big business. In this city we have 2 papers, but they're owned by the same company, so you get only one point of view. Libraries have the access to an incredible amount of information; but, unfortunately, there's a mystique about libraries. Relatively few people are aware that this information is available. So I just want to emphasize again the importance of making information available. Librarians are information purveyors; you are people who have an incredible amount of resources, and you need to let the public know about them.

Question

How can people get funds to start businesses, etc.?

Mr. Bernstein

Economic backing is a real problem. We barely get enough money to run our own operation. Some people's credit unions are being set up. There is one in Isla Vista at the University of California at Santa Barbara. It is a community credit union where you can get loans at very low interest. There was talk of a people's bank up in Seattle, and the idea was to get community people to put their money into the credit union rather than the Bank of America or Home Savings and Loan. You might not get much return in interest, but the idea was you're helping people like yourself, and it would provide a new source of funds for funding programs in the future. In a number of cities they've been called people's funds, alternative funds, sustaining funds. Some alternative businesses, such as non-profit record stores, food cooperatives, bicycle cooperatives, are putting a voluntary tax on services or goods that they sell. People are not forced to pay this, but they can contribute perhaps 2¢ on the dollar. The money goes into a community fund to be used to support people doing political work in the community. One in Madison, Wisconsin, raises something like $1000 a month just from people voluntarily putting in a penny or two on a dollar. Champagne and Urbana, Illinois, E. Lansing, Michigan, have all established community funds.

I'd also like to say that one of our functions at VSC is going to be as a people's library. Part of the counselling function is the publicizing of the resources and material that we have available - alternative publications, radical journals - in our store front for people to come in and read. Perhaps every branch library could have this kind of material.

Ms. O'Donnell

Thank you, Paul and Carlie. There is a list in your kit on alternate resources. There is a section on funding. *People's Yellow Pages* has a section on funding for people who want to start projects. *Workforce* does too. Underground newspapers and magazines may help too, but in addition, there is a new magazine called *Grantmanship News*. While it talks mainly about grants for projects, it's something to be aware of, and it's on your list.

WHAT ABOUT LIBRARIANS AND THE JOB MARKET?

Pat Mitchell

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Peggy O'Donnell

Our next speaker will have a message for all librarians who may be wondering about our professional future. This morning I certainly agreed with Dick Bolles when he said all those lovely surveys that tell you about the job market are really crazy. Gil checked everything - the federal government, a California survey, a dictionary of occupational titles, brochures - everything that related to librarians, and I'm sure you'll be delighted to know that there will be an increasing demand for them until 1980. Unfortunately, the actual situation is quite different. Pat Mitchell, who is with us today, is on the ALA Job Task Force, and she has also got some other information on what librarians are doing about finding jobs and on what jobs will be available.

Ms. Mitchell

The first point I wanted to make today was about the job situation for librarians. Based on a survey by the Bureau of Labor Statistics, which was commissioned by ALA to do a comprehensive report on the job situation, I've a few notes from the survey that will be released at the end of the year, and I strongly recommend that all of you read it, for yourselves and for your friends. The second point I wanted to talk about was the SRRT Job Task Force and what we've been doing in the last year and a half, on both the national level and on the local level.

According to the Bureau of Labor Statistics, there are now 114,000 librarians in the United States. Approximately 11,200 more graduate each year. Since most openings are due to attrition, the job market is not expected to expand that much. In addition, the re-entry factor in our profession is difficult to figure.

The projected total library professional work force in 1985 varies between a projected high of 170,000 and a low of 149,000. The largest area of employment is schools with a projected low of 69,000 and a high of 86,000. Academic libraries have a variable of between 23,000 and 27,000 jobs in 1985. Public libraries are forecast at a steady 34,000, and special at the steady rate of 22,000.

There are areas in our profession that are expanding. These seem to be community outreach and computer specialist in public libraries, and media specialist in library schools, academic and public.

Lack of funding is a major factor in the decreasing job market. Another, according to the Bureau of Labor Statistics, is that librarians are an older age group than other professions. For instance, 43% of the 96,000 women in the field are between 45 and 64. Now, this is an important consideration, since we were hearing this morning about discrimination based on age. So a lot of us may not have felt the job squeeze yet, but it will come to us in time.

We all know that there are some jobs available. Most librarians have gotten their jobs one of 2 ways - the grapevine or through library school placement services. The grapevine is illegal, according to the Civil Rights Act. The December '72 issue of *American Libraries* described the most questionable practice, and the one which is most common in the library field, as word-of-mouth recruiting.

SRRT Job Task Force got its start last year at Chicago at the ALA Convention, because a group of librarians who had come to the convention to look for jobs found long lines of people just waiting to leave their placement cards. There were few jobs available, and many people were very desperate. We also found there was a great deal of word-of-mouth recruiting.

A group of us got a membership resolution passed, which suggested that ALA plan to work with each state library association to set up a telephone hotline of current job openings in each state. A recorded message would give callers a weekly updated list of job vacancies. ALA should urge all potential employers to use this hotline. In addition, ALA would make available a central directory of the hotline numbers. The California hotline was used as a model. National SRRT Job Task Force has helped to establish others this year. We were convinced the jobs were there. We just thought there was a foul-up in communications. We were trying to straighten that out.

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During the year various members of the Task Force volunteered to work at their associations' placement services. I worked at CLA at Disneyland. We really became aware that the associations are not giving good service in this area. We thought that by pushing the institutions, we'd be helping solve this problem.

In addition, SRRT put out material on technical information for the job line, which gave prices, locations, and how to go about setting it up.

One of our members, Margaret Meyer, who is Placement Director at Rutgers Library School, put out a newsletter. This is volume 1, number 1, March '73, called "The Library Marketplace." This is not a list of job openings, but it's a newsletter about jobs in the library profession. For instance, on the front page it tells which library schools will help graduates of other library schools get placements in the area. It's standard practice for employers in an area to send their openings to the local library school. A graduate of UC Berkeley in New York City could go to Columbia for job information. This lists which schools are willing to provide that service. The newsletter also acts as a clearinghouse for all employment news, such as the job freeze in Hawaii. It also lists publications in the field.

SRRT also did a lot of how-to job hunt programs - how to write up a good resume, how to sell yourself, how to use CLA's *National Registry*, which many people don't know about. Those were the activities on the national level.

On the local level, the Bay Area Task Force, a small group of 12 people, got together to help each other in the job hunt. We figured we were doing work on the national level to change the world. Now we wanted to get jobs. We had known each other in library school as part of a student group called Concerned Library Students at San Jose, where we had put on job seminars for two years. But a lot of us still didn't have jobs.

We talked over the situation. The hardest step was sharing information on jobs we had heard about on the grapevine. There was the fear--"Well, everybody else is in the same boat, and they're just as qualified as I am; maybe they'll get the job, and I won't get it, and I really want that job." But we discovered through talking that there were often 300 applicants for a job. So it really didn't matter if there were 301 or 299 when you're in that kind of market. So we shared our knowledge.

We picked a volunteer at each meeting who called CLA's job line once a week for job openings. When you're unemployed, you usually don't have money to make long-distance calls every week to Sacramento. So we had one person call for all. She also acted as a contact point for any tips anybody had heard, and we made sure she got copies of the *School Placement Bulletin*. Since we were a small and informal group, the volunteer had an idea of who would be qualified for what job, and she would call up the people she thought would be particularly interested when she got a hot tip.

I think any group of librairans can get together and help themselves. The most important thing that we did was to build a warm, supportive atmosphere where we could come and talk about our problems and our anxieties, and there were lots of them - a feeling of, "Why did I flub that job interview? What did I do wrong? Gee, I must really be too old." We built up this warm, supportive atmosphere by talking about our problems.

Then we moved into role playing, someone saying, "I'm sure I flubbed that interview; I couldn't think of a thing to say to that question." Or someone saying, "Well, I had a similar question like this." So one person played the interviewee, and the rest tossed questions at him. We used a lot of questions that people had thrown at us - like, "Think a minute; if you were in a job situation, what would you do if the employer suddenly said, 'What's your worst fault?'" This helped us get into the habit of thinking fast.

We didn't give people answers, because there are no set answers, and you never remember the answers in a situation anyway. What we did was give them confidence. We also gave them feedback on thier personal appearance, on characteristics. We all have little characteristics that our friends accept, but in an employment interview can be disastrous.

From role playing we moved into videotaping. I, for instance, had used videotaping in graduate school on some projects. It's a marvelous, inexpensive way of seeing your-

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self in action. We got a $35 grant from National SRRT and bought some tape with it. We got permission to use the television studios at the San Jose campus. We learned how to operate the equipment and put together about 3 hours of videotape. I felt really good about learning a new skill. As a matter of fact, one of the people on our Task Force got a job as an A/V librarian, because of her work on the videotape project. We had the help of employed librarians in this project. For instance, Homer Fletcher of San Jose Library acted the part of an employer in one of the segments. Other working librarians who had sat on oral boards and were familiar with interviewing techniques also played roles in the tapes. Our group really studied the final tapes. We took them to Las Vegas, and showed them there. SRRT is now offering them to library schools around the country, because library schools need to face the fact that library school students and librarians need help in getting jobs, and advice on the true employment picture.

As one of the speakers said yesterday, we're a stone soup group, in the sense that we all pitch in, and we all take out. That's one reason we've been successful. I think about 2/3 of the original members have jobs now. Since many people in the Task Force had geographical limitations and varying job experience, I think it is a fairly good record. This shows that a local task force can build up the concern and the morale of people looking for jobs.

However, the problem still remains of the shrinking job market and the inability of our profession to deal with the large numbers of unemployed librarians. There's still an attitude that was heard in Chicago in '72 that only the lemons don't get the jobs. More and more people are beginning to realize that there are going to be a lot of us without jobs.

One solution may be alternative careers in librarianship. These will have to be explored further. Then librarians may want to shift careers, and I think we should be examining our experiences and our capabilities to find out what new areas we could work in.

Does anybody have any questions?

Comment

Your supportive group seemed to feel that we have to sell ourselves in an interview situation; whereas, this morning I think there was another kind of viewpoint expressed - that we should try to create almost a collegial type atmosphere. I really feel we ought to take a positive approach - "I have something to offer; what do you have to offer?" Too many people are constantly on the defensive in a job interview. We should try and develop a viewpoint of what we have to offer and make it more of a collegial/peer type of relationship.

Ms. Mitchell

Yes, that is a good point. We did try to instill self-confidence in people that they did have something to offer. I think too that we should all look at our library's selection policy. Does your library respond to people who apply for jobs? Do you know how demoralizing it is to go for interviews and to get absolutely no response?

Gil McNamee

Of the 2/3 of your group that got jobs, did they get them in the regular way, or through the grapevine?

Ms. Mitchell

Well, I hate to say it, but most of us were approached as we were doing something about the job situation. I was already employed when I went to CLA to work on the placement service, but I had 3 job offers while I was there, because the employers saw me in action doing something. I think that says a lot for getting out and doing something, but it also says that the employer agreed with us that there should be wider publicity of available jobs, and then turned around and hired by word-of-mouth recruiting. That's another reason for pushing the job hotline. It places the responsibility of making the phone calls on the person who's interested in getting the job. All the

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employer has to do is mail in one form saying there's an opening. The hotline number is 916-443-1222. The cheapest phone rates are late at night. The job listings are changed every Friday between 4 and 5 p.m.

Ms. O'Donnell

Thanks, Pat. I'd like to say one more thing before we leave. I think there are creative ways of looking for more jobs for more librarians, whether it's sharing jobs, or working less hours, doing alternative things for less money, or looking for grants. Of course, we should study our own libraries. Are our affirmative action programs working? We should analyze our own job situations.

Comment

Nobody mentioned the People's Librarian Project.

Ms. Mitchell

The People's Librarian Project is another different project of the Bay Area SRRT. We ask librarians to pledge a certain amount, between $5 and $20 a month, and we act as a channeling center to give the money to librarians working in alternative library jobs. For instance, we are giving money to Barbara Pruett, who is librarian for the Farm Workers. It's her sole source of income. People can give the money to us, and we'll channel it to people, or we suggest that you can set up your own group. A group, like Peninsula Library Association, or Bay Area Reference Librarians, or Special Library Association can help unemployed members accomplish goals your group believes in. If you select your people well, it can be a benefit to the profession and the community. We all have ideas for projects we can't do, because we're too busy working.

Ms. O'Donnell

Thanks for coming. I don't know if we answered all the questions about work, either for ourselves, or for our patrons, but it's been a lot of fun trying.

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CHOOSING (OR RE-CHOOSING) A CAREER

Biggs, Don. *Breaking Out...of a job you don't like and the regimented life.* N.Y., McKay, 1973. $6.95.
Based on interviews with the 5 men who did. Most valuable for its discussion of the frustration of middle management jobs and what it does to the individual. With tips on how companies can keep their talented managers.

Bolles, Richard. *What Color Is Your Parachute?* Ten Speed Press, P.O. Box 4310, Berkeley, CA, 1973. $3.95 paper.
An outstanding manual for the job seeker or career changer. Outlines how you can evaluate your skills to decide where your best talents lie. The book then tells how to locate the job you want and convince the employer you are the best person for the job. A must.

Edlund, Sidney and Mary. *Pick Your Job and Land It.* Sandollar Press, De La Vina St., Santa Barbara, CA 93101. 3rd ed. 1954. $3.16.
How to tailor your personal job hunting campaign.

Evers, Dora R. *Your Future in Exotic Occupations.* R. Rosen Press, 1972. $3.99.
Describes unusual occupations such as private detective with information on training, salary and career opportunities.

Handel, Lawrence. *The Job Handbook for Post-College Cop-Outs.* N.Y., Pocket Books, 1973. $1.25.
Lighthearted approach to the world of work which covers all the conventional occupations and many you'd never think of. (Herbalist? Marriage Broker? Explosive truck driver?) Includes qualifications, salaries, and job potential. Sexist in tone, but valuable for the wealth of possibilities.

Harter, Walter. *Your Career in Unusual Occupations.* N.Y., McKay, 1971. $4.25.
From fish farmer to tree expert - this book describes jobs not often thought of that provide good career opportunities.

Hiestand, Dale. *Changing Careers After 35.* N.Y., Columbia Univ. Press, 1971. $6.95.
For career changers who are willing to go back to school in middle age and take post graduate courses to start a new career. Describes the benefits of starting over, but also outlines the problems.

Hills, L. Rust. *How To Retire at 41.* Doubleday. $6.95.
A personal account of how the author left his busy city career for the tranquil joys of the country.

McKee, Bill. *New Careers for Teachers.* Chicago, H. Regnery Co., 1972. $4.95.
Covers many non-teaching jobs a teacher can perform with no further training. Fields include paraprofessional careers in health, law, environment, as well as jobs in government. Explains how to make the career change-over.

Stetson, Damon. *Starting Over.* N.Y., Macmillan. $5.95.
Based on case studies of people who left a dull job at mid-career for a new life. With advice on some of the pitfalls and problems.

Tipper, Harry. *The System, and what you can do with it.* Gambit. $6.95.
The author studies the stiltifying conditions of working in big corporations where there is much busyness but little work.

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Weaver, Peter A. *You, Inc! A detailed escape route to being your own boss.* N.Y., Doubleday, 1973. $7.95.

Aimed at the over-65, housewives and the restless young, the book realistically outlines how you can become your own boss.

Yellow Pages of Learning Resources. Edited by Richard Saul Wurman. Cambridge, Mass., MIT Press, 1973. $1.95.

Not a job manual at all - rather a guide to all the activities of the city for a teacher to use with students. This excellent manual describes all kinds of occupations from brick layer to orchestra member. Particularly useful for the young person deciding on a vocation.

Compiled by Peggy O'Donnell, BARC, 8/29 & 30/73

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THE LIBRARIAN AS VOCATIONAL COUNSELOR

It would be nice if every library had a complete selection of everything needed for the job-hunter and a separate place to house it all, in other words, an occupational library. But since this is sometimes impossible, I have compiled a list of selected materials which the librarian should be aware of when assisting in the patron's job-hunt.

Some of these may be useful in various stages of employment seeking. Others will probably be used in every step of the job-hunt.

The patron is interested in planning a career

Arnold, Walter M., ed. *Career Opportunities for Technicians and Specialists.* Vol. 1, Community Service and Related Specialists 1970- ; Vol. 2, Health Technicians 1970; Vol. 3, Agricultural, Forestry, and Oceanographic Technicians, 1969; Vol. 4, Marketing, Business and Office Specialists, 1970; Vol. 5, Engineering Technicians, 1969- . $11.95 each.

Barron's Teen-age Summer Guide. 4th rev. ed. 1972. $2.25.

California. Dept. of Human Resources Development. *Career Guides for Entry Occupations.* E1600 C35.

-------. -------. *Mini Guides.* E1950 M5.

-------. -------. *Occupational Guides.* Single copies free.

-------. State Personnel Board. *Careers in California State Government.* P375 C35c. 1973.

Careers and Opportunities Series (Dutton, Walck, Messner, Arco, etc.) Astronomy, astronautics, chemistry, computer science, etc.

Careers Incorporated, 635 Madison Ave., New York City 10022. (SFPL owns *Careers in Technology/69* and *Careers in Business/69.*)

Casewit, Curtis W. *How to Get a Job Overseas.* Arco, 1970.. $3.50.

Forrester, Gertrude. *Occupational Literature, an annotated bibliography.* N.Y., H.W. Wilson, 1971.

Goldenthal, Allan B. *The Teenage Employment Guide.* Simon & Schuster, 1969. $2.95.

Hopke, William, ed. *Encyclopedia of Careers and Vocational Guidance, 1972.* Vol. 1, "Planning Your Career"; Vol. II, "Careers and Occupations." Doubleday. $19.95.

Leith, Myrena A. *Summer Employment Directory of the United States.* 22nd ed. National Directive Service, 1973. $5.95.

U.S. Bureau of Employment Security. *Dictionary of Occupational Titles.* 3rd ed. with supplements.

U.S. Bureau of Labor Statistics. *Occupational Outlook Handbook.* Biennial.

U.S. Civil Service Commission. *Career Planning Handbook.* CS1.7/4:C1814.

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U.S. Civil Service Commission. *Federal Personnel Manual - Supplement.* CS1.41/4:612-1. Job Grading Systems for Trades and Labor Occupations (from "Air Conditioning Equipment Mechanic" to "Wood Craftsman.")

-------. -------. *Guide to Federal Career Literature.* CS1.48:BRE24/2. 45¢.

-------. Government Printing Office. *Price List 33A.* "Occupations and Job Descriptions." June 1972. Free.

Vertical File Index. Subject Headings. "Occupations." (May 1973 lists 25 reasonable pamphlets about jobs.)

World-Wide Summer Placement Directory. Includes permanent career and part-time opportunities. Annual. Advancement and Placement Inst., 169 N. 9th St., Brooklyn, N.Y. $10.

Variety of published books. (Generally appears in most catalogs under subject heading, "Careers...") Also books on how to write resumes. Subject headings for the various periodical indexes will vary in wording considerably: "Job analysis," "Placement," "Occupation--choice of," etc.

Pamphlets issued by Associations, Organizations, etc. ("Who in the world wants to be a librarian?" American Library Association, 50 E. Huron St., Chicago, Ill.) ("The Hospital People," Blue Cross; "Jet Age Aircraft Maintenance with United Air Lines." "We Take Risks," Fireman's Fund American Insurance Companies, etc.)

California. Dept. of Human Resources Development. *Suggestions for Developing an Occupational Library.* July 1972. E1600 03L.

How To Get a Better Job. Austin Marshall. Appleton-Century, 1964. (Old, but still good.)

Matching College Men to Jobs. Juvenal L. Angel. Simon & Schuster, 1971. $12.50. (Others pertain to those with high school education, $12.50, and matching technicians, $12.50.)

Western Employment Guide. Wilbur L. Sharp. Ocean Keys Publication, 1969.

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The job-hunting patron wants to study

American Trade Schools Directory. Croner Publications, Inc., Queens Village, N.Y. 11428. Looseleaf. $12? year.

Blue Book of Occupational Education. CCM Information Corporation, 909 Third Ave., New York City 10022. $29.95.

College by Mail. Arco, 1972. "A complete guide to the more than 10,000 correspondence courses...."

College Catalogs.

Courses (Carpentry, etc.) California State Joint Apprenticeship Committee, Bureau of Industrial Education. 1971 ed. E1175 XCT.

Directory of Accredited Private Home Study Schools. 1973. (Pamphlet) National Home Study Council, 1601 18th St., N.W., Washington, D.C. 20009.

Introduction to Apprenticeship. California. Bureau of Industrial Education. E1100 A69 1968.

Lovejoy's Career and Vocational School Guide. Simon & Schuster, 1973. $7.95.

SFPL "Test" List.

Tests in Print, a comprehensive bibliography of tests for use in education, psychology, and industry. Oscar K. Buros, ed. Highland Park, N.J., Gryphon Press, 1961.

Books and periodicals in his subject field.

And don't forget to recommend records such as:

1. *The living method course in speed mathematics.* Crown.
2. *Legal Dictation.* Converse-phone.
3. *Actual business letters.* Krane Records.
4. *Business computers and the turn toward technology,* a speech by John Diebold. Listening Library.
5. *American Management Series,* such as "Listening in on Purchasing."
6. *The New Math.* RCA Victor.

Guide to Careers Through Vocational Training. Edwin A. Whitfield and Richard Hoover. San Diego, Robert R. Knapp Publisher, 1968.

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The patron looks for a job

Librarians should have handy: the addresses, phone numbers, hours, etc., of the local employment offices - particularly for federal, state and local job openings. If job announcements are kept on file, so much the better. (This can be difficult, since they have to be weeded practically daily.)

California. Dept. of Human Resources Development. *Area Manpower Review.*

-------. -------. *California Manpower Needs to 1975.* Oct. 1969.

-------. State Personnel Board. *Monthly Summary of California State Civil Service Open Examinations.*

Career Resource Series. Resource Publications, Inc., Information Park, Box 2236, Princeton, N.J. 08540. Index of Employment Opportunities (1) Engineering Careers Edition, 1971; (2) Professional Careers Edition, 1971. $19.90.

College Placement Council, Inc., P.O. Box 2263, Bethlehem, Pa. 18001. *Directory of College Placement Offices 1972-3.* $3.

U.S. Civil Service Commission. *Best Opportunities for Federal Employment.* CS1.28: 2280/. Bimonthly.

-------. -------. *Current Federal Civil Service Announcements.* CS1.28:2279/2. Bimonthly.

-------. Dept. of Labor. *Occupational Outlook for College Graduates.* 1970-71 ed. $2. L2.3:1681.

-------. -------. Manpower Administration. *Merchandising Your Job Talents.* 1971 rev. ed. L1.7/2:J57/3.

And the "Want Ads" in local papers. (The Sunday *New York Times* has national coverage of job opportunities.)

And for the job-seeker with the "special" talent and background: Trade and professional magazines (want ad sections and lists of conventions and meetings).

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The patron needs information about his prospective employer

And if your job-seeking patron has a "nibble" on a job and the interview is imminent (usually in about a half-hour), the librarian hopefully should be able to find him information about his prospective company in the following:

Better Business Bureau.

The Big 700, San Francisco Chamber of Commerce, San Francisco. $5.

California Manufacturers Register. (Also San Francisco's, *et al.*)

Chamber of Commerce. Business Directories.

Company's Annual Report.

Contacts Influential.

Dun & Bradstreet's Directories.

Funk & Scott. *Index of Corporations and Industry.*

Macmillan Job Guide to American Corporations. Macmillan, 1967. $3.95.

Moody's Manuals.

Newspaper Clipping File.

Poor's *Register.*

Public Relations Register.

Standard and Poors.

Standard Register of Advertisers.

Thomas' *Register of American Manufacturers.*

Walker's *Manual of Far Western Securities.*

Directories of Black Business.

See also *San Francisco Business*; and *Daily Commercial News* which contains a list of new in corporations by name of company, names of directors and product.

Compiled by Gil McNamee, BARC, 8/29 & 30/73

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A. Theories of Work

Work in America. Report of a Special Task Force to the Secretary of HEW. Cambridge, Mass., MIT Press, 1973. $2.95 paper.
A controversial book that explores trends in work and concludes that workers' discontent is due to jobs that alienate them from each other and society at large. Recommends "redesigning work so that work will be more satisfying." A provocative and important work. Excellent bibliography.

Bell, Daniel. *Work and Its Discontents.* N.Y., League for Industrial Democracy, 1970. $1.25.
A classic, first published in 1956, that declares Americans' passion for efficiency has led to the dehumanization of work. Bell feels we must focus on the producer/worker rather than the product and attempt to increase "the joy of work."

Best, Fred. *The Future of Work.* Spectrum; Prentice-Hall, 1973. $6.95; $2.45.
A moderate speculation on the changes and developments anticipated in tomorrow's world of work.

Herzberg, Frederick. *Work and the Nature of Man.* World, 1966, 1971. $7.95.
Herzberg has studied the relationship of man and work from the behavioral scientist's point of view. His concept of intrinsic and extrinsic values of work describes the difference between jobs that are adequate ("not bad") and jobs that motivate not only performance but individual development.

Krause, Elliott A. *Sociology of Occupations.* Boston, Little Brown, 1971.
A fascinating account of a variety of professions and jobs from their earliest days to the present state of the art. The book explores not only the rise and fall of occupations but discusses their philosophical and political implications for society as a whole. A useful addition to the literature of the history of work.

Slocum, Walter L. *Occupational Careers; a sociological perspective.* Chicago, Aldine Pub. Co., 1967. $6.
An analysis of the types of occupations currently practiced in society. The history, characteristics, and education requirements, as well as future trends are discussed. A summary that covers a wide variety of careers.

B. Equal Opportunity to Work

Blumrosen, Alfred W. *Black Employment and the Law.* New Brunswick, N.J., Rutgers Univ. Press, 1971. $15.
Discusses the Equal Employment Law and the attempts made to enforce it. The author, who works in the field of labor relations, feels that an aggressive approach, using the courts to compel employers to act, could end discrimination in employment in a short time.

Equal Opportunity in Employment. Personnel Bibliography Series No. 38. U.S. Civil Service Commission Library, Washington, D.C., 1971. $1.25. CS 161/3:35.
A comprehensive listing of all programs and studies in the field. Sections on minority workers, women, older adults and the handicapped.

Ginsberg, Eli and Alice M. Yohelem. *Corporate Lib; Women's challenge to management.* John Hopkins. $6.50; $2.50 paper.

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Henderson, William Leroy. *Economic Disparity; Problems and strategies for Black America.* N.Y., Free Press, 1970. $8.95.
Evaluates the programs aimed at improving the economic condition of Black workers with recommendations for restructuring of policy for a more effective solution.

Kutzell, Mildred E. *Women in the Work Force: Confrontation with change.* N.Y., 2852 Broadway-Morningside Heights, 10025. Behavioral Publications, Inc., 1973. $7.95.
A survey of women at work and factors that affect their status.

Padfield, Harland and Roy Williams. *Stay Where You Were: A study of unemployables in industry.* Lippincott, 1973. $6.95.
Case study of a program that recruited and trained hard core unemployables for industry.

Peskin, Dean B. *The Building Blocks of EEO.* N.Y., World, 1971. $8.50.
Practical guidelines for the businessman who is developing or administering an equal employment program. Takes a "positive" approach - the better the EEO program, the better for the business.

"Women at Work." A Special issue of *Monthly Labor Review,* June 1970.
Devoted to the changes in the female workforce with articles on discrimination and the Equal Pay Act.

C. The Rearranged Work Week

Poor, Riva. *4 Days, 40 Hours, and other forms of the rearranged work week.* North American Library, 1973. $1.95.
The first edition of this book is credited with starting widespread experiments in shortened work weeks. Poor has updated and expanded her original book because, as she points out, the number of companies using the rearranged work week has grown by the hundreds. Explores management problems in initiating such programs, as well as workers' reactions and unions' reservations.

"The Shortened Work Week," a selective bibliography, compiled by Linda J. Jewett, *Ontario Library Review,* December 1972. pp. 230-7.
Covers major books and articles in the field with sections devoted to specific professions or industries experimenting in the field.

Pearson, John Ward. *The 8-Day Week.* Harper, 1973. $6.95.
The author advocates an 8-day week with half of the work force working the first 4 days and the other half relieving them in the last 4 days. An exciting plan.

* * *

Library Journal regularly reports on library experiments with the shortened work week. These will be found indexed in *Library Literature* under "Hours of work."

Compiled by Peggy O'Donnell, BARC, 8/29 & 30/73